

**Response to
IFB 001
Redistricting Services
by Q2 Data and Research, LLC
1225 Peralta Street, Oakland, CA 94607**

Bid: Requirements

**Karin Mac Donald
Manager, Q2 Data and Research, LLC**

March 15th, 2011

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ATTACHMENT 1 - COVER LETTER

Citizens Redistricting Commission and Executive Director Claypool,

On behalf of Q2 Data & Research, LLC, I would like to thank you for the opportunity to submit our bid to provide redistricting consulting services to the Citizens Redistricting Commission (CRC), and assist in its historic mission to redraw California's legislative, congressional and Board of Equalization districts. The process upon which the CRC has embarked is more important now than it has ever been. For the first time, statewide redistricting is mandated to be open and transparent, thus giving Californians an opportunity to observe how decisions are made that shape the electoral districts in which they will live, vote and be represented, and how lines are drawn. The decisions the CRC must make will often be difficult, and made under the pressure of conflicting demands and time constraints. Choosing a consulting team with a proven track record in assisting independent commissions with any and all tasks related to the process, including the implementation of the federal Voting Rights Act and encouraging meaningful participation of the public in defining their communities of interest, can greatly aid in the successful implementation of this demanding undertaking.

Q2 Data & Research, LLC is a small, non-partisan, woman-owned consulting firm, located in Oakland, CA. It was formed in 2006 to formalize the business structure of a sole proprietorship that had been operating successfully since 1998. Q2 operates as a vehicle that allows its owners and associates to engage in consulting and research projects for which they are exceptionally qualified. We specialize in the areas of redistricting and voting rights, election administration, census and election data, and public administration and public policy implementation research. Q2's owners and associates are almost exclusively affiliated with major research universities, including the University of California at Berkeley and at Los Angeles, at which we work, conduct research and teach. Due to this, the projects that Q2 selects to get involved in are few, and are only those for which its owners and associates are uniquely skilled and are consistent with our mission of providing affordable, balanced, non-partisan services to our clients.

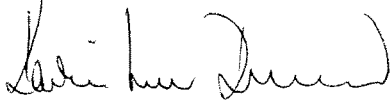
Q2 brings many years of specialized knowledge and experience to this project, as you will see in the attached documents. Our team includes nationally known experts in building redistricting databases that are responsible for the implementation and administration of the only transparent and publicly available redistricting database project in the United States. The Q2 team also includes a Voting Rights Act expert with extensive experience in Sections 5 and 2; as well as multiple line drawers with hundreds of hours of training and line drawing experience involving the VRA and all other California mandated redistricting criteria. Members of our team have successfully managed and implemented the technical operations of complex, time-constrained, independent commissions conducted redistrictings in California. We have taught, written on, and designed approaches to engaging the public in redistricting including how to explain the process of defining communities of interest. We have designed and conducted redistricting seminars focusing on data, voting rights, criteria implementation and public participation throughout California, and have taught at national Voting Rights Act and

Q2 Data and Research, LLC

redistricting seminars. We embrace California's diversity and have successfully collaborated in many projects with minority advocacy groups and the disabled community. Within our team, we speak multiple languages and represent different backgrounds and ethnicities.

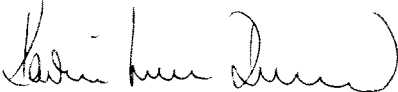
We sincerely hope that you will find our team to be a good fit for the complex process with which you are about to engage. We are excited about the possibility to work with you, and we pledge that we will do our utmost best to assist you in implementing a successful redistricting process for the State of California.

With best regards,



Karin Mac Donald
Manager, Q2 Data & Research, LLC

Date: 3/15/2011

Signature: 

Printed Name: Karin Mac Donald

Title: Manager

Organization: Q2 Data and Research, LLC

Telephone Number: 510.367.7527

Fax Number: 510.839.2546

Mailing Address: 1225 Peralta Street, Oakland, CA 94607

Email Address: kmd@q2dataresearch.com

PAYEE DATA RECORD(Required when receiving payment from the State of California in lieu of IRS W-9)
STD. 204 (Rev. 6-2003)

| | | | | | | | | | | | | | | | |
|--|--|------------------|---|---|---|--|---|---|---------------------------------------|------------------|-------------|------------------|---|------------|----------------|
| 1 | INSTRUCTIONS: Complete all information on this form. Sign, date, and return to the State agency (department/office) address shown at the bottom of this page. Prompt return of this fully completed form will prevent delays when processing payments. Information provided in this form will be used by State agencies to prepare Information Returns (1099). See reverse side for more information and Privacy Statement. NOTE: Governmental entities, federal, State, and local (including school districts), are not required to submit this form. | | | | | | | | | | | | | | |
| 2 | PAYEE'S LEGAL BUSINESS NAME (Type or Print) Q2 Data & Research, LLC <hr/> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;"> SOLE PROPRIETOR - ENTER NAME AS SHOWN ON SSN (Last, First, M.I.) </td> <td style="width: 40%;"> E-MAIL ADDRESS kmd@q2dataresearch.com </td> </tr> <tr> <td> MAILING ADDRESS 1225 Peralta St. </td> <td> BUSINESS ADDRESS 1225 Peralta St. </td> </tr> <tr> <td> CITY, STATE, ZIP CODE Oakland, CA </td> <td> CITY, STATE, ZIP CODE 94607 </td> </tr> </table> | | | SOLE PROPRIETOR - ENTER NAME AS SHOWN ON SSN (Last, First, M.I.) | E-MAIL ADDRESS kmd@q2dataresearch.com | MAILING ADDRESS 1225 Peralta St. | BUSINESS ADDRESS 1225 Peralta St. | CITY, STATE, ZIP CODE Oakland, CA | CITY, STATE, ZIP CODE 94607 | | | | | | |
| SOLE PROPRIETOR - ENTER NAME AS SHOWN ON SSN (Last, First, M.I.) | E-MAIL ADDRESS kmd@q2dataresearch.com | | | | | | | | | | | | | | |
| MAILING ADDRESS 1225 Peralta St. | BUSINESS ADDRESS 1225 Peralta St. | | | | | | | | | | | | | | |
| CITY, STATE, ZIP CODE Oakland, CA | CITY, STATE, ZIP CODE 94607 | | | | | | | | | | | | | | |
| 3 | ENTER FEDERAL EMPLOYER IDENTIFICATION NUMBER (FEIN): <table border="1" style="display: inline-table; text-align: center; width: 200px;"> <tr> <td>7</td><td>1</td><td>-</td><td>1</td><td>0</td><td>1</td><td>0</td><td>6</td><td>2</td><td>6</td> </tr> </table> | | 7 | 1 | - | 1 | 0 | 1 | 0 | 6 | 2 | 6 | NOTE: Payment will not be processed without an accompanying taxpayer I.D. number. | | |
| 7 | 1 | - | 1 | 0 | 1 | 0 | 6 | 2 | 6 | | | | | | |
| PAYEE ENTITY TYPE CHECK ONE BOX ONLY | <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> PARTNERSHIP <input type="checkbox"/> ESTATE OR TRUST </div> <div> CORPORATION: <input type="checkbox"/> MEDICAL (e.g., dentistry, psychotherapy, chiropractic, etc.) <input type="checkbox"/> LEGAL (e.g., attorney services) <input type="checkbox"/> EXEMPT (nonprofit) <input checked="" type="checkbox"/> ALL OTHERS </div> </div> | | | | | | | | | | | | | | |
| | <input type="checkbox"/> INDIVIDUAL OR SOLE PROPRIETOR ENTER SOCIAL SECURITY NUMBER: <table border="1" style="display: inline-table; text-align: center; width: 150px;"> <tr> <td> </td><td> </td><td> </td><td>-</td><td> </td><td> </td><td>-</td><td> </td><td> </td><td> </td> </tr> </table> | | | | | - | | | - | | | | | | |
| | | | - | | | - | | | | | | | | | |
| (SSN required by authority of California Revenue and Tax Code Section 18646) | | | | | | | | | | | | | | | |
| 4 | PAYEE RESIDENCY STATUS <input checked="" type="checkbox"/> California resident - Qualified to do business in California or maintains a permanent place of business in California. <input type="checkbox"/> California nonresident (see reverse side) - Payments to nonresidents for services may be subject to State income tax withholding. <div style="margin-left: 40px;"> <input type="checkbox"/> No services performed in California. <input type="checkbox"/> Copy of Franchise Tax Board waiver of State withholding attached. </div> | | | | | | | | | | | | | | |
| 5 | <p style="text-align: center;">I hereby certify under penalty of perjury that the information provided on this document is true and correct. Should my residency status change, I will promptly notify the State agency below.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2">AUTHORIZED PAYEE REPRESENTATIVE'S NAME (Type or Print)</td> <td>TITLE</td> </tr> <tr> <td colspan="2">Karin Mac Donald</td> <td>Manager</td> </tr> <tr> <td>SIGNATURE</td> <td>DATE</td> <td>TELEPHONE</td> </tr> <tr> <td></td> <td>03/15/2011</td> <td>(510) 839-2546</td> </tr> </table> | | | AUTHORIZED PAYEE REPRESENTATIVE'S NAME (Type or Print) | | TITLE | Karin Mac Donald | | Manager | SIGNATURE | DATE | TELEPHONE | | 03/15/2011 | (510) 839-2546 |
| AUTHORIZED PAYEE REPRESENTATIVE'S NAME (Type or Print) | | TITLE | | | | | | | | | | | | | |
| Karin Mac Donald | | Manager | | | | | | | | | | | | | |
| SIGNATURE | DATE | TELEPHONE | | | | | | | | | | | | | |
| | 03/15/2011 | (510) 839-2546 | | | | | | | | | | | | | |
| 6 | Please return completed form to: Department/Office: _____ Unit/Section: _____ Mailing Address: _____ City/State/Zip: _____ Telephone: (____) _____ Fax: (____) _____ E-mail Address: _____ | | | | | | | | | | | | | | |

BIDDER DECLARATION

IFB 001-1-01

1. Prime bidder information (Review attached Bidder Declaration Instructions prior to completion of this form):

- a. Identify current California certification(s) (MB, SB, NVSA, DVBE): SB ☐ or None ☐ (If "None," go to Item #2)
- b. Will subcontractors be used for this contract? Yes ☐ No ☒ (If yes, indicate the distinct element of work your firm will perform in this contract e.g., list the proposed products produced by your firm, state if your firm owns the transportation vehicles that will deliver the products to the State, identify which solicited services your firm will perform, etc.). Use additional sheets, as necessary.

c. If you are a California certified DVBE:

- (1) Are you a broker or agent? Yes ☐ No ☐
- (2) If the contract includes equipment rental, does your company own at least 51% of the equipment provided in this contract (quantity and value)? Yes ☐ No ☐ N/A ☐

2. If no subcontractors will be used, skip to certification below. Otherwise, list all subcontractors for this contract. (Attach additional pages if necessary):

| Subcontractor Name, Contact Person, Phone Number & Fax Number | Subcontractor Address & Email Address | CA Certification (MB, SB, NVSA, DVBE or None) | Work performed or goods provided for this contract | Corresponding % of bid price | Good Standing? | 51% Rental? |
|---|---------------------------------------|---|--|------------------------------|--------------------------|--------------------------|
| | | | | 0% | <input type="checkbox"/> | <input type="checkbox"/> |
| | | | | 0% | <input type="checkbox"/> | <input type="checkbox"/> |
| | | | | 0% | <input type="checkbox"/> | <input type="checkbox"/> |

CERTIFICATION: By signing the bid response, I certify under penalty of perjury that the information provided is true and correct.

David Lee Brown

ATTACHMENT 4 - CONFLICT AND IMPARTIALITY STATEMENT

Complete, sign (original signature) and return in Volume I of the Final Bid submission.

(For definitions to terms used in this part, Contractor should refer to California Code of Regulations, Title 2, Administration, Division 10, Bureau of State Audits, Chapter 1. Redistricting, Sub-Chapter 1, Definitions §60800 – 60829).

Government Code Section 8252 and the regulations found at CCR Title 2, Section 60800 – 60814 set forth certain conflict provisions. With respect to Contractor, other persons with a bona fide relationship with the Contractor as defined in CCR Title 2, Section 60806; a member of the Contractor's staff and other persons with a bona fide relationship with the Contractor staff as defined in CCR Title 2, Section 60806; Contractor's sub-contractors (if any), and other persons with a bona fide relationship with the subcontractor(s) as defined in CCR Title 2, Section 60806, please answer the questions below.

Full disclosure is required; however, disclosure of a potential conflict is not an automatic disqualification. Please explain any potential conflict in the space provided below.

- Within the 10 years immediately preceding the submittal of the bid, all of the parties listed above:
- Have not been appointed to, elected to, or have been a candidate for federal or state office;
- Have not served as an officer, employee, or paid consultant of a political party or of the campaign committee of a candidate for elective federal or state office;
- Have not served as an elected or appointed member of a political party central committee;
- Have not been a registered federal, state, or local lobbyist;
- Have not served as a paid congressional, legislative, or Board of Equalization staff;
- Have not contributed two thousand dollars (\$2,000) or more to any congressional, state, or local candidate for elective public office in any year, which shall be adjusted every 10 years by the cumulative change in the California Consumer Price Index, or its successor;
- Have not been staff and consultants to, persons under a contract with, nor are persons with an immediate family relationship with the Governor, a member of the Legislature, a member of Congress, or a member of the State Board of Equalization;
- Have no personal, family, financial relationships, commitments, or aspirations that a reasonable person would consider likely to improperly influence someone making a redistricting decision;

Explain any potential conflict below:

None of the Contractor's staff, persons with a bona fide relationship with the Contractor staff as defined in CCR Title 2, Section 60806, Contractor's sub-contractors (if any), and other persons with a bona fide relationship with the subcontractor(s) as defined in CCR Title 2, Section 60806 meet any of the potential conflicts listed above.

In addition, please respond to the following (additional pages may be attached if needed):

- Has the person or entity submitting this bid, during the past 10 years, received donations or funding from any source, whether in cash or in kind, that are used to support the operations of the person or entity? If Yes, please state the date, nature and amount of donation or funding, and the source of the funding.

YES ☒ NO ☐

| Date | Nature | Amount | Source | Description |
|------|--------|-----------|--|---|
| 2006 | Cash | \$43,603 | United States Election Assistance Commission | Research on the Uniformed and Overseas Citizen Absentee Voting Act (UOCAVA) |
| 2007 | Cash | \$269,620 | United States Election Assistance Commission | Research on the Uniformed and Overseas Citizen Absentee Voting Act (UOCAVA) |
| 2008 | Cash | \$38,733 | United States Election Assistance Commission | Research on the Uniformed and Overseas Citizen Absentee Voting Act (UOCAVA) |
| 2009 | Cash | \$550 | The Advancement Project | Election Administration Research |
| 2009 | Cash | \$900 | University of California, Davis; School of Law | GIS work for Redistricting Research |
| 2010 | Cash | \$5,497 | California Bureau of State Audits | Trainings for Redistricting Commission Applicant Review Panel Members |
| 2010 | Cash | \$1,975 | George Mason University | Research on Redistricting Databases |
| 2010 | Cash | \$9,852 | Lawyer's Committee of Civil Rights under Law | Racially polarized voting analysis |

- Has the person or entity submitting this bid, during the past 10 years, performed services of any kind, whether for a fee or on a voluntary basis, for any political party, interest group or other entity that has supported, donated money to, raised money for candidate for public office, taken a position on a ballot initiative or sought to influence the redistricting process? If Yes, please provide the details of the activity below.

YES ☐ NO ☒

- The Commission will be the sole provider of funds for the services to be provided pursuant to this IFB. Will contractor receive funding from any source other than the CRC, in cash or in kind, to perform services pursuant to this IFB? If Yes, please provide the details of such funding.

YES _____ NO X

Note, though not required to support this bid, the School of Law at the University of California, Berkeley may provide space and equipment as part of an ongoing arrangement for all worked performed by Q2. Q2's main facility remains its Oakland office.

- Does Contractor have any occupational, academic, volunteer, or other life experiences that show an ability to set aside personal interests, political opinions, and group allegiances to achieve a broad objective? If Yes, please provide the details of the activity below.

YES _____ NO X

Part of Q2's mission has always been providing affordable, balanced, non-partisan services to our clients.

Being able to put aside personal interests, political opinions and potential group allegiances has been the centerpiece of Q2 Project Manager Karin Mac Donald's professional career. She has been director of the non-partisan Statewide Database (SWDB), the redistricting database for the State of California, since 1994, when she started the process of making the database publicly available via the internet. The SWDB provides data to anyone interested no matter their political affiliation or leanings. Over the past 16 years, database staff have successfully worked with people from all walks of life, races, ethnicities, nationalities and languages. The database advisory board has always consisted of members of both major parties as well as independent/decline to state registrants.

Mac Donald and Q2 Senior Line Drawer Nicole Boyle are the only full-time professional staff of the SWDB. Both are decline-to-state voters that have no party affiliation. During interviews of job applicants, everyone is asked whether they will be able to leave their political beliefs at the door, and whether they are committed to working with anyone who requests our assistance.

As a political scientist, Mac Donald's education in the UC Berkeley political science Ph.d program included advanced research methodology training, an important part of which is the ability to be unbiased so that research results will likewise not be biased. Both Q2 VRA Implementation Coordinator Ana Henderson and Public Input Coordinator Dr. Bonnie Glaser received the same training as part of their doctoral programs. Our skills in achieving goals of unbiased research shows in the many peer-reviewed papers we published respectively and collectively, and the project reports we authored for our funders and clients, which include the State of California and the United States Election Assistance Commission. We believe that in particular researchers that work on election administration issues need to be unbiased and be

able to work with people on all sides of the aisle, ranging from the most conservative to the most liberal. We lead by example.

Members of the Q2 team were the consultants in the redistrictings for the City of San Diego and the County of San Francisco. Both projects required the consultants to work with people of many different political opinions, races, ethnicities, languages, nationalities and different neighborhood and interest groups to successfully implement the mission of their respective independent redistricting commissions. It is essential for redistricting consultants to understand that their own beliefs and opinions have no place in this environment. Especially in highly charged environments such as during a redistricting process, when it is clear that not all requests from participants can be met and difficult decisions have to be made, it is crucial that a consultant not show any favoritism toward anyone as this would only raise concerns of bias and the trust into the process would be lost.

When the California Bureau of State Audits (BSA) needed assistance implementing the Voters First Act (Prop. 11), they turned to the members of Q2. The Act envisioned a commission that reflects the geographic and demographic diversity of the State of California. The BSA asked Ms. Mac Donald to develop and conduct various trainings that would help achieve those goals, including those for the Applicant Review Panel members that were charged with selecting a pool of qualified commissioners. Boyle developed and conducted the GIS portion of the trainings. After the first 8 commissioners were selected, Mac Donald and Boyle trained them as well, to assist in the selection of the remaining commissioners. Henderson was also part of the teaching team hired by the BSA. She developed and provided redistricting-related training and materials, which she has provided to the public without regard to political, personal, or group allegiances. Our team was honored to be able to assist the equally non-partisan BSA in its historic challenge, and we hope to continue that work with the commission.

Throughout her professional career, Henderson's principal goal has been to apply the law without regard to her personal interests, political opinions or group allegiances, and as an academic and a consultant, she continues to implement those goals in her research and applied work. While at the US Department of Justice, Henderson conducted rigorous investigations, and where appropriate, pursued litigation and prosecuted cases, without regard to the political or other affiliations of the elected officials or individuals in charge. She investigated and pursued action against jurisdictions under the elected leadership of both Democratic and Republican elected officials with equal vigor. Henderson served in the DOJ under both Republican and Democratic administrations. Regardless of the administration, she represented the United States with equal vigor, earning awards for distinguished services.

Additionally, Henderson pursued investigations of discrimination of a wide variety of groups and individuals including Native Americans, Asian Americans, African Americans, Anglo Americans, Latinos, and individuals with disabilities, and in all areas of the country (Southeast, Northeast, Southwest, Midwest, Northwest, and Alaska).

Q2 Data and Research, LLC

Mac Donald has served on the West Oakland Project Area Committee for Redevelopment since 2003, representing her community. A white immigrant, she was elected by a neighborhood that was over 70% African American. She represents a rapidly changing area with growing Asian and Latino communities, and an increasing population of artists of all races and ethnicities, on issues related to economic development. There are many different opinions about what should happen with scarce resources in neighborhoods that have many infrastructure needs. Remaining a successful member of the committee has required balancing those opinions without favoring or dismissing anyone based on who they are. It has also often required putting her own beliefs aside to be able to work toward the greater good of the community. These are skills that require patience and respect for others, and she has refined those skills during the hundreds of hours of volunteer work for her community.

Date: 3/15/2011

Signature: 

Printed Name: Karin Mac Donald

Title: Manager

Organization: Q2 Data and Research, LLC

Telephone Number: 510.367.7527

Fax Number: 510.839.2546

Mailing Address: 1225 Peralta Street, Oakland, CA 94607

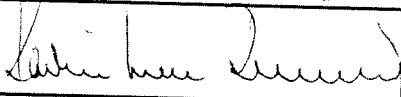
Email Address: kmd@q2dataresearch.com

ATTACHMENT 6 - BID/BIDDER CERTIFICATION SHEET

The bidder must complete, sign (original signature) and return the Bid/Bidder Certification Sheet in Volume I with Attachments 1-8 as an entire package with original signatures.

- A. All required attachments are included with this certification sheet.
- B. The signature affixed hereon and dated certifies compliance with all the requirements of this bid document. The signature below authorizes the verification of this certification.

An Unsigned Bid/Bidder Certification Sheet May Be Cause For Rejection

| | | | |
|---|--|---|--|
| 1. Company Name Q ² Data & Research, LLC | | 2. Telephone Number (510) 839-2546 | 2a. Fax Number (510) 839-2546 |
| 3. Address Indicate your organization type: other: LLC | | | |
| 4. Sole Proprietorship | | 5. Partnership | 6. Corporation |
| Indicate the applicable employee and/or corporation number: | | | |
| 7. Federal Employee ID No. (FEIN) 71-1010626 | | 8. California Corporation No. 200622010173 | |
| 9. Indicate applicable license and/or certification information: | | | |
| 10. Bidder's Name (Print) Karin Mac Donald | | 11. Title Manager | |
| 12. Signature  | | 13. Date March 15, 2011 | |
| 14. Are you certified with the Department of General Services, Office of Small Business Certification and Resources (OSBCR) as: | | | |
| a. California Small Business Yes No PENDING If yes, enter certification number: | | b. (N/A-EXEMPT) Disabled Veteran Business Enterprise | |
| NOTE: A copy of your Certification is required to be included if the above item is checked "Yes". | | | |
| Date application was submitted to OSBCR, if an application is pending: | | March 14, 2011 | |

ATTACHMENT 7 - REQUIRED ATTACHMENT CHECK LIST

A complete response to SECTION III – ATTACHMENTS 1-8 (Volume I) will consist of the items identified below. Attachment 9 must be completed and returned in Volume V of the Final Bid Submission.

Complete this checklist to confirm the items in your bid. Place a check mark or "X" next to each item that you are submitting to the Commission. For your bid to be responsive, all required attachments must be returned. This checklist should be returned in Volume I of the Final Bid submission.

| <u>Attachment</u> | <u>Attachment Name/Description</u> |
|-------------------|---|
| <u>X</u> | Attachment 1 Cover Letter |
| <u>X</u> | Attachment 2 Payee Data Record (STD 204) |
| <u>X</u> | Attachment 3 Bidder Declaration Form GSPD-05-105 |
| <u>X</u> | Attachment 4 Conflict and Impartiality Statement |
| <u> </u> | Attachment 5 TACPA/EZA/LAMBRA (if applicable) |
| <u>X</u> | Attachment 6 Bid/Bidder Certification Sheet |
| <u>X</u> | Attachment 7 Required Attachment Check List |
| <u>X</u> | Attachment 8 Contractor Certification Clauses (CCC-307). The CCC-307 can be found on the internet at: www.ols.dgs.ca.gov/Standard+Language |
| <u>X</u> | Attachment 9 Bidder Cost Work Sheet |

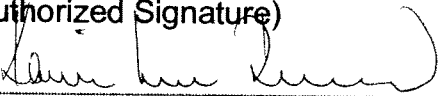
ATTACHMENT 8 - CCC - 307 CERTIFICATION

Complete, sign (original signature) and return this certification in Volume I of the Final Bid submission.
The CCC-307 can be found on the Internet at www.ols.dgs.ca.gov/Standard+Language.

CCC-307

CERTIFICATION

I, the official named below, CERTIFY UNDER PENALTY OF PERJURY that I am duly authorized to legally bind the prospective Contractor to the clause(s) listed below. This certification is made under the laws of the State of California.

| | | |
|--|--------------------------------------|---------------------------------|
| Contractor/Bidder Firm Name (Printed) Q ² Data & Research, LLC | | Federal ID Number 71-1010626 |
| By (Authorized Signature)  | | |
| Printed Name and Title of Person Signing Karin Mac Donald Manager | | |
| Date Executed March 14, 2011 | Executed in the County of Alameda | |

CONTRACTOR CERTIFICATION CLAUSES

1. STATEMENT OF COMPLIANCE: Contractor has, unless exempted, complied with the nondiscrimination program requirements. (Gov. Code §12990 (a-f) and CCR, Title 2, Section 8103) (Not applicable to public entities.)
2. DRUG-FREE WORKPLACE REQUIREMENTS: Contractor will comply with the requirements of the Drug-Free Workplace Act of 1990 and will provide a drug-free workplace by taking the following actions:
 - a. Publish a statement notifying employees that unlawful manufacture, distribution, dispensation, possession or use of a controlled substance is prohibited and specifying actions to be taken against employees for violations.
 - b. Establish a Drug-Free Awareness Program to inform employees about:
 - 1) the dangers of drug abuse in the workplace;
 - 2) the person's or organization's policy of maintaining a drug-free workplace;
 - 3) any available counseling, rehabilitation and employee assistance programs; and,
 - 4) penalties that may be imposed upon employees for drug abuse violations.
 - c. Every employee who works on the proposed Agreement will:
 - 1) receive a copy of the company's drug-free workplace policy statement; and,

ADMINISTRATIVE REQUIREMENTS: VOLUME 2

A. Legal Assistance

MEETS REQUIREMENT? YES X NO

Q2 is available to provide technical support for any lawsuits resulting from this contract in state and federal court, as deemed necessary by the Commission.

Any redistricting process has to be documented thoroughly so that a complete record is available should legal action be brought. In both of the reference projects that Q2 staff have worked on, San Diego and San Francisco, there was a great concern that lawsuits might be brought due to the complexities of the tasks facing the respective commissions, the trade-offs among redistricting criteria that had to be made, and the possibility of voting rights act (VRA) claims. Neither San Diego nor San Francisco are covered by Section 5 of the VRA, however, Section 2 of course applies to all jurisdictions. In San Diego, the commission took a pro-active voting rights approach in asking us to conduct racially polarized voting analysis (RPV) to ensure that the VRA section 2 mandates would be met. Mac Donald and her staff built an additional dataset with local election returns that could be analyzed by a statistician, who was also part of the team. In San Francisco consultants found that no Section 2 districts could be drawn, and thus racially polarized voting analyses were not conducted.

Q2 team members have been conducting RPV analyses in many California jurisdictions, including those that are covered by Section 5 of the VRA. In each case this required collecting the local election data, digitizing the geography, and merging in census and registration data. The datasets were then used to conduct an RPV analysis and the results were forwarded to our clients' experts for analysis. Q2 has been able to provide independent and unbiased RPV analysis to parties on different sides of VRA issues.

To assist the Commission in preparation for any potential litigation surrounding the VRA, Q2 has retained the services of Ana Henderson who has significant experience as both a Voting Rights Act litigator and researcher, including experience as an attorney at the US Department of Justice. At DOJ, Ms. Henderson both pursued Section 2 and other VRA investigations and reviewed submissions from Section 5 covered jurisdictions for preclearance. She also reviewed redistricting plans for Section 5 compliance. She was one of the DOJ attorneys who litigated the Section 5 law suit instituted by the State of North Carolina for preclearance of their state legislative districts. At UC Berkeley, Henderson has been involved in numerous voting rights projects, including overseeing the research and developing policy recommendations for reauthorization of the VRA in 2006, editing a book on the VRA, producing research on redistricting and the VRA, and developing and providing materials and training about redistricting in California, with an emphasis on VRA compliance.

Legal action in redistricting, of course, is not limited to the VRA. It can be brought on any criterion. It is important that technical consultants work closely with the commission and commission legal staff to provide information about any potential criteria conflict or implementation issue. This is particular important under the Voters First Act, which requires the Commission to create a report on how it achieved compliance with the required criteria. This document will be a key exhibit in any litigation. Decisions need to be documented and indexed in a way by which the process can be replicated and the same results can be reached. For academics, this process is second nature as we always prepare for peer review and open the results of our work to scrutiny. Just as we did in our reference jurisdictions, we are more than prepared to assist the commission with any technical assistance that may arise due to legal action.

B. Commission Participation

MEETS REQUIREMENT? YES X NO

Q2 agrees to work with the assigned Project Managers/Coordinator, other key Commission personnel and Commissioners as necessary. To facilitate this participation at least two members of Q2 will attend all of the input hearings and Commission meetings required under this IFB, including at least one senior member of the team.

To enhance the chances for success, Q2 maintains that it is critical that the technical redistricting consultants understand their own beliefs and opinions have no place in the process. The role of Q2 is to provide information to the Commission and the public on how the criteria may apply in a particular plan, lay out potential conflicts and tradeoffs, and allow the Commission to make decisions about what actions it wants to take. This is especially true in the highly charged environment of redistricting, when it is clear that not all requests from participants can be met and difficult decisions have to be made. It is crucial that those decisions are made by commissioners, not consultants. Failure to achieve this goal would only raise concerns of bias and the public trust in the process would be lost.

The role of Q2 is to inform and implement, not decide or dictate. On this point we have a demonstrated track record. We have worked with independent commissions in San Diego and San Francisco. In both cases we worked tirelessly to empower commissioners to succeed and ensured that consultants did not act like they were commissioners. When working first with the Bureau of State Audits and later with the first eight commissioners during the selection process, members of Q2 developed and conducted various trainings to provide unbiased information to aid in the selection process, not bias the process for or against any particular applicant. The training materials we developed for the Commission and other groups were always designed to empower others' success.

More generally speaking, it is crucial that all parties work together in this process, especially due to the extreme shortage in time. Q2 has worked seamlessly with all designated staff and commissioners in the reference projects, and only due to this fact, many obstacles could be

overcome. We are known to be collaborative, collegial and flexible, and these attributes will assist California's commission as it will have to make many quick and perhaps currently unforeseeable decisions during this redistricting process.

C. In Process Review

MEETS REQUIREMENT? YES X NO

Q2 will provide unfettered access to any completed map, report, data and supporting documentation during all phases of the redistricting process to any individuals or entities designated by the Commission to provide an independent evaluation of any map or report being submitted to the Commission for its consideration or approval.

For academics, this process is second nature as we always prepare for peer review and open the results of our work to scrutiny. Peer review methods are employed to maintain standards and provide credibility. Through this process, we make our research findings available to other colleagues and gather feedback they provide. The Statewide Database is a great example of the implementation of this process: as all data and files are public, it allows for open review and scrutiny. As a result, we are very accustomed to sharing information. We have respectively and collectively published many peer-reviewed papers as part of our history of unbiased research for clients including the State of California and the United States Election Assistance Commission. In process review can use the same methods and guidelines as peer review. Q2 will happily comply with any process the CRC decides to implement to fully document and make available any and all data and files that are part of this project.

It is important that technical consultants document and index key decisions in a way by which the process can be replicated and the same results can be reached. Proposition 11 comes with its own built in peer review process. By mandating a final report on how the Commission achieved compliance with the required criteria the Commission will provide a document for the public to independently review and critique its work.

D. Progress Report/Schedule

MEETS REQUIREMENT? YES X NO

Q2 will provide any and all progress reports requested in whatever form or forms are designated by the Commission or its personnel. We will address any request for a written or verbal progress report as needed within 24 hours. Q2 operates in Alameda County, making travel to the Commission's offices or meeting sites in Sacramento quick, easy and affordable even on short notice.

Q2 has a demonstrated record of keeping clients informed on progress and responding rapidly during projects with tight schedules. For example, in the San Francisco redistricting we were hired in early February of 2002 and final maps had to be adopted in mid-April, 2002. Meeting

this timeline meant that were on call, and indeed worked around the clock to make sure the commission's needs were being met.

Indeed, Q2 has already demonstrated its ability to provide progress reports and respond quickly to requests by the Citizens Redistricting Commission. We have already provided services including Commission trainings and developing plans for public education meetings and public input hearings. The development of these plans often required extensive reports to be written in a few days or less.

SCOPE OF WORK: VOLUME 3

A. Software Capability

MEETS REQUIREMENT? YES ☒ NO ☐

Q2 utilizes Maptitude for Redistricting version 6.0 as its primary redistricting software package. We have been using Maptitude for Redistricting since 1999. Maptitude for Redistricting (MTR) is a full-featured mapping and analytical Geographic Information System (GIS) that was specifically designed for redistricting and developed with input from redistricting experts across the country.

The primary feature of the software is the ability to automatically display on screen the results of proposed district changes on both the map and district population statistics by reticulating the underlying block data statistics on-the-fly for the reconfigured district, and then displaying resulting changes in the map, along with statistics by district for any number of summary data fields for different populations and subgroups, computing both totals and percentages.

The software includes automated features to correct and prevent “mapper mistakes” such as holes that result from geography being missed in assignment to a district. MTR will also locate and correct non-contiguous district areas that occur when all the parts of a district are not physically touching. Additionally, the application has the ability to generate reports for all cities and counties, what district they are assigned to, and whether they are split. It will generate compactness reports for the most common compactness measures. It generates maps, spatial files, equivalency files and block assignment files to allow commissioners and the public to access the data in multiple different formats.

For more information please see the vendor’s site,
<http://www.caliper.com/RedistrictingFeatures.htm>.

B. Final Map Report

MEETS REQUIREMENT? YES ☒ NO ☐

A critical component of the Voters First Act is the requirement that a report on how the Commission achieved compliance with the required criteria be adopted with the final maps. This document will serve multiple functions, from providing transparency to the public, to allowing for peer review, to being a key document in defending against any potential litigation. This is especially true in the highly charged environment of redistricting, when it is clear that not all requests from participants can be met and difficult decisions have to be made: it is crucial that everyone can understand how those decisions were made.

Q2 is fully prepared to create this report. The final report will include several key components. It should include an explanation of each criterion. For each criterion, the report will explain the following: (a) what information the Commission received about said criterion, (b) how information was considered, (c) the degree to which the final plans comply with each criterion, and (d) to the degree to which 100% compliance was not able to be achieved, the reasons for this, e.g., compliance with a criterion with higher priority. Moreover, the report will certify that lines were not drawn to benefit or discriminate against a particular candidate, incumbent or party. In addition, the report will recite the opportunities the Commission provided to the public to provide input and advice on where lines should be drawn.

While this report will be completed at the end of the redistricting process, the individual components will be developed throughout. During the mapping process Q2 will present information to commissioners about conflicts and tradeoffs and capture Commission decisions. During the public input hearings, Q2 will capture and code public testimony in a centralized database. During a potential peer review, Q2 will document and index key decisions affecting the configuration of proposed maps for independent review. We believe our strengths in delivering these services earlier in the redistricting process will be particularly effective in meeting needs during the later stages.

C. Information Security

MEETS REQUIREMENT? YES X NO

Q2 systems and practices are designed to prevent unauthorized access to all data and prevent tampering with all data associated with this project. Further our systems are designed to detect unauthorized access attempts and to provide data redundancy.

We are committed to maintaining robust security standards with our computing infrastructure. Files, directories, database indices and contents are encrypted and associated to each log-in accounts accordingly to their authorized access levels. We have three levels of security redundancies including (1) firewall protection and anti-virus detection, (2) an Intrusion Detection and Prevention System which conducts intelligent Internet packet analysis, and (3) a firewall which conducts fast-Ethernet packet screening and statistical packet analysis. Our systems also use an industry-standard password system, including strong passwords and regular password replacement, to make sure that only authorized users have access to our systems.

The Citizens Redistricting Commission is designed to be open and transparent. That does not mean the Commission does not need to be diligent in securing all its data transmissions to prevent unauthorized access to confidential data or corruption of files. Within Q2's networks, all internal data transmissions are secured using secure file transfer protocol which monitors data access permissions and user identity authentications in real time. For external transmissions, Q2 will work with the Commission to establish a clear policy for what data can be sent via unsecured methods such as email and what data would require stricter security

standards. Q2 is capable of transmitting data to the Commission, its personnel or designated third parties using 256-bit SSL encryption, with limited access permissions and password protected data uploads/downloads.

With thousands of variables, more than 700,000 census blocks, and billions of potential scenarios, data monitoring and verification is critical to this project. For key data files such as the redistricting database, coded public input database and any plans being considered by the Commission, Q2 will use PGP to encrypt, decrypt and create digital signatures. Further, because PGP utilizes open source standards, at the Commission's discretion, the resulting cryptographic hashes could be made public, allowing for independent verification of the data's integrity.

Given the challenging timelines facing the Commission, it is important for all data files to be stored and backed-up to minimize any loss of time or functionality due to system failures. Working in the Bay Area just miles from major fault lines, Q2 is familiar with the need to make sure no event, human or natural, interferes with client operations. For primary data storage Q2 uses the disk array RAID 5 technology which allows automatic and seamless data recovery upon natural disasters. For at-hand backup Q2 uses a mirrored server for onsite data redundancy. In addition, Q2 also utilizes an offsite storage service for additional redundancy. The robust backup architectures protect us from data loss due to accidental file deletion or corruption, hard drive failure, or natural disasters.

Much of system security is not technical but procedural to make sure personnel use good practices to protect data. All personnel working on this project will be required to sign a staff policy regarding confidentiality of data developed in consultation with the Commission.

Our Information Technology Director, Guan-Cheng Li has a wealth of experience in system security. For example, for the last 2 years, he has been responsible for protecting the data files at the Statewide Database, which houses California's official redistricting database. Li is a PhD student of Computer Science at UC Berkeley specializing in database administration and computer security, who is skilled in programming on-demand software as well as developing business-focused solutions under severe time constraints. With increased interest in the Census and Redistricting, the Statewide Database has seen a significant increase in traffic over the past year. Li monitors and analyzes millions of lines of access and security logs on a daily basis. He has also worked closely with the IT team of The School of Law, and the Security Team of The University of California, to ensure each of our security modules are updated and robust.

D. Staff Support

MEETS REQUIREMENT? YES X NO

Q2's experts are fully capable of meeting the Commission's project goals and objectives during its redistricting effort. Q2 will have a combination of seasoned senior staff along with other GIS specialists working on this project. Our resumes and biographies appear in Section J.

Redistricting California under the extreme timelines that the CRC faces will require the assistance of a consulting group that has expertise in all aspects of the field, and that is able to adapt quickly to potentially changing requests from the commission as required to fully meet the requirements of the constitution. Q2's business structure allows it to be flexible and change staff or approaches if this becomes necessary.

Staff Structure

For the initial staffing structure we propose the following combination of senior and junior staff:

Karin Mac Donald, Project Director, will be responsible for all aspects of this project including staff management and assignments and the overall implementation of the technical line drawing operation. Mac Donald will serve as the primary contact to the commission, the executive director, legal counsel and commission personnel. She will attend most input hearings and commission meetings to assist the CRC with any questions or requests that arise. If more than one hearing is scheduled on the same day in a different location, Mac Donald will staff one.

Ana Henderson, Voting Rights Act Coordinator, will work closely with the GIS specialists to oversee the implementation of Section 2 VRA districts and the construction of districts in Section 5 counties. Henderson will attend commission meetings when Mac Donald is needed to oversee the line drawing operation or when two input hearings are scheduled on the same day. She will assist the commission with any questions and requests that arise. Henderson will also assist in line drawing.

Bonnie Glaser, Public Input Coordinator, is responsible for logging and coding all public input, whether presented at commission hearings or submitted to the CRC via other means such as electronically as equivalency files, PDF maps, written descriptions or any other ways. Dr. Glaser will be attending the input hearings along with senior staff (Mac Donald or Henderson). Dr. Glaser will be responsible for creating reports for the CRC that summarize the public input that was received for areas in which the CRC is making decisions, to aid commissioners in making decisions on where lines should go. She will then communicate the data she has collated per the directions the CRC gives to the respective GIS specialists. If more than one input hearing is scheduled on the same day, then another Q2 team member will attend the second event.

Nicole Boyle, GIS manager and Regional Coordinator (Los Angeles) - Primary responsibility for the area roughly consisting of public input regions IV and V. This region is slightly larger in terms of population than the other regions. However, as the bulk of the population resides in a single county, this division seems appropriate. Boyle will manage the implementation of the GIS operation and serve as assistant GIS staff manager. Boyle will attend the first set of input hearings and then dispatch the appropriate GIS specialist to other hearings. If two hearings are scheduled on the same day in different locations, Boyle will attend one and one of Q2's other

GIS specialists will attend the other. She will be responsible for creating a record of her work for use in the final report and be available to present her work in detail to the CRC.

Tamina Ramos Alon, GIS specialist, Regional Coordinator (Bay Area) - Primary responsibility for the area roughly consisting of public input regions VII and VIII. Alon will be drawing lines and attending second round commission hearings for the area in which she is the primary line drawer. She will be responsible for creating a record of her work for use in the final report and be available to present her work in detail to the CRC.

Jaime Clark, GIS specialist, Regional Coordinator (North State/Central Valley) - Primary responsibility for the area roughly consisting of public input regions VI and IX. It should be noted that this region is slightly smaller in terms of population than the other regions. However, as this region has three of the four counties cover by Section 5 of the Voting Rights Act (VRA) which may require additional time and consideration, this division seems appropriate. Clark will be drawing lines and attending second round commission hearings for the area in which she is the primary line drawer. She will be responsible for creating a record of her work for use in the final report and be available to present her work in detail to the CRC.

Alex Woods, GIS specialist, Regional Coordinator (Southern California) - Primary responsibility for the area roughly consisting of input hearing regions I, II and III. She will be drawing lines and attending second round commission hearings for the area in which she is the primary line drawer. She will be responsible for creating a record of her work for use in the final report and be available to present her work in detail to the CRC.

Guan-Cheng Li, IT manager, is responsible for the security of all files, for access, backup and maintenance as well as IT support.

There may also be additional non-key personnel assigned to this project to help with map and report production and public input coding. Any such personnel would meet the minimum qualifications as stated within the IFB and be subject to approval by the Commission.

Input Hearings

For public input hearings, we envision a 3 person support team to assist the CRC, consisting of:

- 1 Senior Consultant (Mac Donald or Henderson)
- 1 GIS Specialist (Boyle or regional coordinator)
- 1 Public Input Coordinator (Glaser)

As summarized as part of the staff discussion above, the Senior Consultant would assist the commission with any questions and issues that arise during hearings. The GIS specialist will be able to digitize and/or show on the screen any area that the CRC might want to view, likely in context of public testimony that is being presented. The GIS coordinator will also be able to respond to any geography questions the CRC might have, such as whether a given city, county or community of interest identified during a hearing is small enough in population to be kept

whole in a particular plan. The Public Input Coordinator will take detailed notes and code the public input as it is being received into the public input database so it can be presented to the CRC at the end of the hearing in summary and passed onto the line drawers in a quick and organized fashion, for immediate and seamless implementation after receiving direction from the CRC.

Commission Meetings

For Commission meetings, we envision a 2 person support team to assist the CRC, consisting of:

- 1 Senior Consultant (Mac Donald or Henderson)
- 1 GIS Specialist (Boyle or regional coordinator)

The Senior Consultant will present summaries of testimony and submissions from groups of citizens self-identifying as a “community of interest” and any related maps provided by them. Along with the GIS specialist, the Senior Consultant will present relevant criteria and key decision points to be used in constructing or evaluating maps. In addition, the Senior Consultant will assist the commission with any questions and issues that might arise during hearings. The GIS specialist/regional coordinator will be able to illustrate the criteria implementation and trade-offs, limitations and various possibilities the CRC might consider in shaping the districts. We should note here that for some Commission meetings, depending on which areas are being discussed, more than one regional coordinator might have to be present to be able to provide the CRC with their applied expertise on the areas under discussion.

Line Drawing

The line drawing team we propose is the following:

- 1 Project Manager – Mac Donald
- 1 GIS Manager/Regional Coordinator Los Angeles – Boyle
- 3 Regional Coordinators (Bay Area; Southern California/Inland Empire; Northern California/Central Valley) – Alon, Clark, Woods
- 1 VRA Coordinator – Henderson

We recommend a line drawing structure that utilizes four regional coordinators, each of whom is responsible for drawing a particular part of the state for all four plans. The primary advantage of this structure is that it allows for specialization. This advantage is particularly significant under California law which gives specific weight towards trying to avoid splitting of cities, counties, neighborhoods and communities of interest. Under most circumstances, once the CRC identifies a particular community as one that should be preserved, the CRC will likely ask to keep the community whole in all four plans if possible. By allowing line drawers to specialize in one region of the state, it enables them to pay particular attention to the communities in that region and more efficiently analyze public testimony and other data.

For the successful implementation of this structure, the Project Director and the GIS manager have to manage how the various regions interact with each other and ensure that the criteria and CRC direction are being implemented consistently throughout the state.

The VRA Coordinator will be available to all of the GIS specialists as questions arise and ensure the commissions' and legal counsel's direction will be implemented. The VRA Coordinator will assess each area for potential Section 2 issues, inform the CRC about them, and help guide line drawers accordingly.

E. Work Plan

MEETS REQUIREMENT? YES X NO

Q2 has the technical skills to develop work plans with mutually agreed upon deliverables based on the deliverables and timelines directed by the Commission throughout the redistricting process. Q2 brings many years of specialized knowledge and experience to this project. Our team includes nationally known experts in building redistricting databases that are responsible for the implementation and administration of the only transparent and publicly available redistricting database project in the United States. Our experts have taught, written on, and designed approaches to engaging the public in redistricting, including capturing testimony such that it can be aggregated and collated for consideration by independent commissions. Members of our team have successfully managed and implemented the technical operations of complex, time-constrained, independent commissions conducted redistrictings in California.

Technical Skills

Q2 is uniquely suited to provide the Commission its required Redistricting Database. Q2 members Karin Mac Donald and Nicole Boyle are the only full-time professional staff of the Statewide Database, the State of California's redistricting database located at University of California, Berkeley. In addition, many of Q2's other associates have extensive experience working with large datasets generally and California redistricting data specifically. Q2 has the necessary equipment to create, house and utilize a redistricting database that will include, at minimum, PL94-171 census, Statement of Vote, Statement of Registration, and supplemental data provided to the commission by census blocks, census tracts, census places, counties and statewide (including the geographic boundaries of each of these geographies, allowing them to be visually displayed using GIS). The redistricting database will be housed on a server that is part of our secure network using robust security standards. Further we can provide cryptographic hashes of the database to the Commission or the public to independently verify the database remains stable and has not been tampered with.

For public input hearings, we envision a three person support team consisting of a senior consultant, GIS Specialist and Public Input Coordinator at each hearing to capture and aggregate data received via testimony, so that it may be collated with potential maps. Specifically the GIS specialist would be able to digitize and/or show on the screen any area that the CRC or public might want to view. They could also capture any data from members of the

public who are prepared to detail a specific community of interest or district. They would travel with the necessary equipment to facilitate the capturing of this data, including but not limited to, computer equipment, GIS software and projector. The Public Input Coordinator would be able to code all testimony into a centralized database for future use. Dr. Bonnie Glaser has over 20 years of experience working with qualitative data and coding it. She has also worked extensively with large datasets and databases, in particular census data, state-level population datasets, survey datasets and administrative databases of government agencies. We also have access to programs like ATLAS TI to store and sort these qualitative data.

Q2 will utilize Maptitude for Redistricting version 6.0 as its primary redistricting software package to evaluate the movement of census geography units into and out of proposed election districts, and produce maps that reflect proposed and final districts and the final districts. Maptitude for Redistricting is a full-featured mapping and analytical GIS software that was specifically designed for redistricting and developed with input from redistricting experts across the country. It includes the ability to automatically display on screen the results of proposed changes including maps and statistics. It can also run reports, has automated features to prevent "mapper mistakes" and can generate data in multiple formats for use by the Commission and the public. Q2 has access to sufficient licenses of Maptitude to support both the line drawing and public input processes. Q2 also can print color maps in different sizes ranging from 8.5"x11" to plotted 48" wall maps.

Our line drawing team has logged thousands of hours on Maptitude and other GIS software and is fully capable of meeting the commission's technical needs. We envision a line drawing structure that utilizes four regional coordinators, each of whom is responsible for drawing a particular part of the state for all four plans. This will allow each line drawer to specialize in a particular part of the state. This would allow them to, for example, pay particular attention to the communities in that region and more efficiently analyze public testimony and other data. The Project Director and GIS manager will oversee how the various regions interact and ensure consistency throughout the state while the VRA Coordinator will aid with questions that arise to help ensure the commission and legal counsel's direction are successfully implemented.

F. Redistricting Database

MEETS REQUIREMENT? YES X NO

Q2 is uniquely suited to provide the Commission its required Redistricting Database. Q2 members Karin Mac Donald and Nicole Boyle are the only full-time professional staff of the Statewide Database, the State of California's redistricting database located at University of California, Berkeley. Both have worked to develop and provide public access to redistricting data for more than 15 years. In addition, many of Q2's other associates have extensive experience working with large datasets generally and California redistricting data specifically.

As such we are fully prepared to efficiently create and maintain the Commission's dataset. The dataset will include the 2010 PL 94-171 which includes data by both population and voting age

population (18+), including for subgroups based on Census racial and ethnic categories. The dataset will also include Statement of Registration (SOR) and Statement of Vote (SOV) data extended back, at minimum, to 2002 and potentially back as far as 1992. We can also supplement the dataset with additional variables at the Commission's discretion, including adjusted census and citizen voting age population (CVAP) data.

This data will be available at multiple levels of geography including census blocks, census tracts, census places (cities and census designated places), counties and statewide. The dataset will also include the geographic boundaries of each of these geographies, allowing them to be visually displayed using GIS like Maptitude for Redistricting.

Further, we can provide access to other geographic features not associated with census data but which may inform the redistricting process. For example, we can provide visual representations of California's streets and highways to aid in identifying areas that use the same transportation facilities, one of the ways communities of interest are defined under Proposition 20.

Q2 would also provide access to the redistricting dataset to any individual or entity selected by the Commission to conduct a racially polarized voting analysis. Should the Commission choose to contract directly with Q2 to provide this additional service, our team members are highly qualified, having conducted RPV analysis in many California jurisdictions, including those that were covered by Section 5 of the VRA. In each case this required collecting the local precinct level election data, digitizing the geography, and merging in census and registration data. The datasets were then used to conduct an RPV analysis and the results were forwarded to our clients' experts for analysis. Q2 has been able to provide independent and unbiased RPV analysis to parties on different sides of VRA issues.

G. Fixed Cost Public Input Hearings Pre- and Post-map

MEETS REQUIREMENT? YES X NO

Q2 is highly qualified to help facilitate the technical components of the Commission's public input hearings. As the technical consultants for the San Diego and San Francisco independent redistricting commissions last cycle, we worked intimately with the public to capture their input and with Commissioners to present this data for their consideration. These cities are highly diverse, representing a range of different backgrounds and communities. We successfully worked with all these groups to facilitate their participation in the redistricting process. Indeed, in San Diego our input hearings were the highest watched program on public access television for several months.

Q2 is fully prepared to work in conjunction with and at the direction of the Commission during the Public Input Hearings to similarly facilitate its interactions with the public. For public input hearings, we envision a 3 person support team to assist the CRC, consisting of:

- 1 Senior Consultant

- 1 GIS Specialist
- 1 Public Input Coordinator

The Senior Consultant would assist the commission with any questions and issues that arise during hearings. The GIS specialist will be able to digitize and/or show on the screen any area that the CRC might want to view, likely in context of public testimony that is being presented. The GIS coordinator will also be able to respond to any geography questions the CRC might have. For the first round of hearings, the GIS specialist would be our GIS Manager, Nicole Boyle. For the second round of hearings, the GIS specialist would be the GIS specialist assigned to cover that region, allowing them to explain the particular factors that went into the creation of the preliminary maps.

Our Public Input Coordinator, Bonnie Glaser, will take detailed notes and code the public input as it is being received into the public input database. Dr. Glaser will be responsible for creating reports for the CRC that summarize the public input that was received for areas in which the CRC is making decisions, to aid commissioners in making decisions on where lines should go. Dr. Bonnie Glaser has over 20 years of experience working with qualitative data and has also worked extensively with large datasets and databases.

Our proposal is specifically designed with built in redundancy should there be simultaneous meetings occurring at different locations around the State. For example, Q2 has two members of its team who can serve as Senior Consultants, Karin Mac Donald and Anna Henderson. Q2 also has multiple highly qualified GIS specialists to provide line drawing services at public input hearings.

All teams traveling to input hearings will have the necessary equipment to facilitate the capture of public input data, including but not limited to, computer equipment, GIS software and a projector.

Optional Public Input Hearings Pre-and Post map

Costs for 10 additional public input hearings have been included in the Bidder Cost Worksheet. These costs assume a Senior Consultant and GIS Specialist attending each hearing and the Public Input Coordinator monitoring remotely. They include the costs for consulting services, travel and all other related expenses to support these additional meetings. Travel expenses assume one night of hotel accommodations for input hearings in Regions 1-6. Travel costs are based on rates published by the Department of Personnel Administration (DPA). Per meeting costs are based on the average cost of travel for the nine regions.

Travel Expenses

The Bidder Cost Worksheet reflects the estimated travel expenses for 18 public input hearings from Q2's main offices in Oakland, CA. These costs assume a Senior Consultant, GIS Specialist and Public Input Coordinator attending each hearing. Travel expenses assume one night of hotel accommodations for input hearings in Regions 1-6. Travel costs are based on rates published by the Department of Personnel Administration (DPA).

H. Fixed Cost for Commission Meetings

MEETS REQUIREMENT? YES X NO

Q2 is highly experienced working to support meetings by independent commissions. We have the technical skills and redistricting expertise to show how the criteria may apply in a particular plan, lay out potential conflicts and tradeoffs, and allow the Commission to make decisions about what actions it wants to take. We recognize our role is to inform and implement, not decide or dictate. We have a proven track record, from our work with commissions in San Francisco and San Diego to our work with the Bureau of State Audits during the selection process to our prior work for the Commission.

For Commission meetings, we envision a 2 person support team to assist the CRC, consisting of:

- 1 Senior Consultant
- 1 GIS Specialist

The Senior Consultant will present summaries of testimony and submissions from groups of citizens self-identifying as a “community of interest” and any related maps provided by them. Along with the GIS specialist, the Senior Consultant will present relevant criteria and key decision points to be used in constructing or evaluating maps. In addition, the Senior Consultant will assist the commission with any questions and issues that might arise during hearings. The GIS specialist/regional coordinator will be able to illustrate the criteria implementation and trade-offs, limitations and various possibilities the CRC might consider in shaping the districts. Our team will travel to commission meetings with the necessary equipment to display plan maps and statistics, including but not limited to, computer equipment, GIS software and projector. We will be able to present reports on public testimony from the input hearings, and information on how criteria were used to create or evaluate the maps under discussion.

Q2 personnel will be able to attend and participate in 10 commission meetings. The Bidder Cost Worksheet reflects the estimated travel expenses for 10 commission meetings from Q2’s main offices in Oakland, CA. These costs assume a Senior Consultant and GIS Specialist attending each hearing. Travel expenses assume no hotel accommodations. Travel costs are based on rates published by the Department of Personnel Administration (DPA).

Optional Commission Meetings Cost

Costs for 10 additional commission meetings have been included in the Bidder Cost Worksheet. These costs assume a Senior Consultant and GIS Specialist attending each meeting. They include the costs for consulting services, travel and all other related expenses to support these additional meetings. Travel expenses assume all meetings will be in Sacramento. One advantage Q2 can offer is that because we are located in Northern California we can support additional meetings without the need for hotel accommodations. Travel costs are based on rates published by the Department of Personnel Administration (DPA).

I. Customer Experience ReferencesMEETS REQUIREMENT? YES X NO **Reference Project: 2001 City of San Diego Redistricting**

| Name | Location | Start Date | End Date | Population | % Hispanic or Latino | % Not Hispanic or Latino | % White | % Black | % Asian |
|-------------------------------|-------------------|------------|----------|------------|----------------------|--------------------------|---------|---------|---------|
| 2000 Redistricting Commission | City of San Diego | 03/01 | 09/01 | 1,223,400 | 25.4% | 74.6% | 60.2% | 7.9% | 13.6% |

2. Description of Contractor's Role

San Diego is the eight largest city in the United States and the second largest city in California, after Los Angeles. There are over one hundred formally named communities and neighborhoods in the city, and many more informal ones. This sprawling city is geographically diverse with miles of beaches and dry inland areas, canyons and flat areas. Economically, San Diego is diverse with high income communities in the northern and western parts, and low income communities in the south and inland areas. The U.S Navy is a large employer, as is the University of California. San Diego is a City of great racial, ethnic and language diversity. In one neighborhood, by one estimate, over 80 languages are spoken. There are immigrant communities of Latinos, East Africans, Indians, Middle Easterners, and Southeast Asians that share the same neighborhoods with African Americans and Caucasians. There is also a large and politically active LGBT community.

After the 2000 Census, it was again determined that more than 10,000 of San Diego County's voting-age citizens were members of a single language minority group (Spanish heritage and Filipino, respectively) who did not speak or understand English well enough to participate in the English-language election process and had an illiteracy rate that is higher than the national illiteracy rate. This fact triggered Voting Rights Act Section 203 coverage which mandates the provision of translated voting and educational materials in those languages (Spanish and Tagalog). Section 5 of the Voting Rights Act does not apply in San Diego.

The Redistricting Commission hired Q2 staff as their technical consultant. Because the anticipated timeline the commission had planned its schedule on was cut short by 3 months due to the moving of a primary election, this consulting position required helping the commission operate on an extremely tight timeline. It meant that commission staff did not have the time to get fully trained on redistricting technology and that an extensive outreach campaign had to be cut short. The commission nevertheless was open to the consultants' suggestion that an unprecedentedly transparent open process would still be possible. The

redistricting was subsequently conducted in public. All decisions were made in public and many lines were moved in public hearings.

Q2 staff assisted the commission with any need that arose, which included software support for its technical staff member, the building of a database to conduct a racially polarized voting analysis (RPV) and the analysis itself, the integration of supplemental geographic data, hearing and meeting support, coordination with commission staff, consultations with legal counsel, research assistance, and collaboration with outreach consultants. These tasks were in addition to line drawing, documenting geographic changes and analyzing populations, preparing and presenting reports and maps. Because of San Diego's incredible cultural diversity, issues of equity were frequently discussed by the Commission.

There was a great concern about maintaining Communities of Interest, and the commission was interested in receiving as much public testimony and feedback as possible. Q2 developed the materials for a paper-based public participation kit, and encouraged the commission to make software available to the public as paper-based mapping for large geographies is not very effective. Multiple citizens and community groups took advantage of being able to map their areas of interest. The commission was very active in conducting hearings in each council district, and all other commission hearings were broadcast via the city's public television channel to allow those that had television access the ability to follow each hearing. The Redistricting process was one of the highest watched public programs over a period of 3 years! The combination of methods to open up the process resulted in hundreds of public comments, and submissions for consideration by the commission.

In one area with a particularly high racial population, a racially polarized voting analysis was conducted to ensure that Section 2 of the Voting Rights Act would be fully met. In other areas, the commission kept communities of interest together as much as possible, and was cognizant of language and ethnic diversity. Q2 assisted the commission in communicating reasons for why certain lines had to be moved in a particular way. This process went a long way toward preventing misunderstandings and claims of mischief which are often brought during redistrictings when information about decisions is scarce.

The San Diego redistricting concluded successfully without any lawsuits and received a national award from Public Technology Solutions in the large city category for enhancing public service.

3. Contact Person for Reference

| Contract Name | Address | Phone Number |
|-----------------------------|--|---------------------|
| Leland Saito, Vice Chairman | University of Southern California, 3620 S. Vermont Ave, KAP 352, Los Angeles, CA 90089-2539 | 213.999.9499 |

Reference Project: 2001 San Francisco Redistricting

| Name | Location | Start Date | End Date | Population | % Hispanic or Latino | % Not Hispanic or Latino | % White | % Black | % Asian |
|--|----------------------------------|------------|----------|------------|----------------------|--------------------------|---------|---------|---------|
| 2002 Elections Task Force on Redistricting | City and County of San Francisco | 02/02 | 05/02 | 776,733 | 14.1% | 85.9% | 49.7% | 7.8% | 30.8% |

2. Description of Contractor's Role

San Francisco is the fourth most populous city in California and the 12th most populous city in the United States. 2010 Census figures indicate that of the total population of over 776,000, over 109,000 are Latino, over 238,000 are non-Latino Asian, over 59,000 are non-Latino black, and 338,000 are non-Latino white. Five-year American Community Survey estimates report that San Francisco residents speak more than 28 different identified languages and represent more than 79 distinct national origins. In addition, nearly 25% of San Francisco residents were foreign-born, with nearly two-thirds of immigrants being naturalized citizens. San Francisco is also home to a large LGBT community.

The jurisdiction is covered under Section 203 of the Voting Rights Act and must provide election materials in Chinese and Spanish. It is also home to other large language minority groups, including Russians, and the Department of Elections strives to serve those populations by hiring bilingual poll workers. It is the only consolidated city-county in California, the most densely populated large city in the state, and the second-most densely populated large city in the United States.

When Karin Mac Donald and her staff were hired as the consultants for the San Francisco Redistricting, there were approximately 10 weeks left before the final maps had to be adopted. During those months, consultants worked around the clock to facilitate the wishes of the Commission to conduct all business in public, draw every line in public and visit every district at least once. Dozens of hearings were conducted during those weeks, often more than one on each day. The commission met nearly every evening at city hall and deliberated lines and districts. Many hearings ended in the early morning hours. Consultants took the agreed upon lines and produced maps and reports electronically and in hardcopy that were posted on the commission website by the next morning.

Mac Donald and her team conducted dozens of educational meetings in San Francisco's diverse neighborhoods. Due to the short period of time available, an outreach center could not be set up so consultants opened their offices for the public to visit and draw lines for public submission. The public could also make appointments with consulting staff to have a team

member come to their community or neighborhood meeting with a laptop with redistricting software, so that they could draw lines with technical assistance. This service was well used and laid the foundation for the redistricting assistance sites that the James Irvine Foundation has funded in six locations throughout California for the statewide commission process in 2011. The incredible time crunch required a close collaboration between commissioners, legal counsel, election department staff and the redistricting consultant. Because of an unforeseeable and repeated staff turnover in the election department, the commission relied heavily on the redistricting consultant.

Consulting staff were responsible for implementing the commissions' direction on how to create the districts, creating a record of all line changes, logging, indexing and evaluating public input, training the public on redistricting criteria, voting rights and process along with technology if so requested. Mac Donald and her team staffed and attended well over 80 meetings and hearings during this short time period. There were hundreds of members of the public at some hearings and the total public input received numbered in the thousands: this process was unprecedented in the interaction of the public with the commission, and it went a long way toward bringing the many diverse population groups in San Francisco into the process so they could participate fully.

Despite the incredible racial and ethnic diversity, analysis showed that Section 2 of the Voting Rights Act did not apply anywhere in San Francisco. The jurisdiction is also not covered by Section 5. This process was completed successfully, on time, and there was no litigation in this redistricting.

3. Contact Person for Reference

| Contract Name | Address | Phone Number |
|---|--|---------------------|
| Quintin Mecke, Redistricting Commissioner | 455 Golden Gate Avenue, Suite 14300, San Francisco, CA 94102 | 415.505.2417 |

J. Resumes

1. Key Personnel

Resumes and bios are attached for the managers, supervisors and key personnel assigned to the contract:

- Karin Mac Donald- Project Manager
- Ana Henderson- VRA Implementation Coordinator
- Bonnie Glaser- Public Input Coordinator
- Nicole Boyle- GIS Manager/ Regional Coordinator
- Tamina Alon- GIS Specialist/ Regional Coordinator
- Jaime Clark- GIS Specialist/ Regional Coordinator
- Alexandra Woods- GIS Specialist/ Regional Coordinator
- Guan-Cheng Li- Information Technology

Q2 brings many years of specialized knowledge and experience to this project. Our team includes nationally known experts in building redistricting databases that are responsible for the implementation and administration of the only transparent and publicly available redistricting database project in the United States. The Q2 team also includes a Voting Rights Act expert with extensive experience in Sections 5 and 2; as well as multiple line drawers with hundreds of hours of training and line drawing experience. Members of our team have successfully managed and implemented the technical operations of complex, time-constrained, independent commissions conducted redistrictings in California.

We have taught, written on, and designed approaches to engaging the public in redistricting including how to explain the process of defining communities of interest. We have designed and conducted redistricting seminars focusing on data, voting rights, criteria implementation and public participation throughout California, and have taught at national Voting Rights Act and redistricting seminars. We embrace California's diversity and have successfully collaborated in many projects with minority advocacy groups and the disabled community. Within our team, we speak multiple languages and represent different backgrounds and ethnicities.

The specified key personnel have the minimum skills, experience and resources to successfully accomplish the services being required by the IFB as specified in this bid response. Q2 may add comparably qualified personnel who meet the minimum qualifications as stated within the IFB, subject to approval by the Commission, in order to respond to directions from the Commission, Commission Project Manager/Coordinator, or other key Commission personnel as specified in Sections IV and V. The additional personnel shall not change any costs in this bid as specified in the Bidder Cost Work Sheet.

Bios

Karin Mac Donald

Karin Mac Donald is the director of the Statewide Database, the redistricting database for the State of California, and the Election Administration Research Center at Berkeley Law, University of California, Berkeley. She is also the managing partner of Q2 Data & Research LLC, a small consulting firm specializing in redistricting, voting rights, census and election data, and election administration issues. Mac Donald has served as a consultant to many government, news, and nonprofit organizations, and worked as a redistricting consultant for various local and regional entities, including the redistricting commissions for City of San Diego and the County of San Francisco. She participates on the Election and Reapportionment Task Force of the National Conference of State Legislatures, and serves as faculty and speaker at NCSL redistricting seminars. She has served on a number of Census task forces involving planning for data collection, and geographic delineations of census boundaries, and was the State of California's liaison to the Census Bureau for the Block Boundary Suggestion Program and geography collection which she directed in 1998 and 2008 respectively.

Mac Donald has published and presented on topics ranging from voting rights and redistricting, to election administration and methods to involve the public in policy processes. She has served as an expert witness in the area of redistricting and redistricting criteria. She teaches redistricting workshops to a wide range of participants including voting rights and advocacy groups, county clerks and registrars of voters, and the California Bureau of State Audits which was charged with facilitating the selection of California's new redistricting commission. Most recently, she has been training and working with California's Citizens Redistricting Commission.

Ana Henderson

Henderson has significant experience as both a Voting Rights Act litigator and researcher, including experience as an attorney at the US Department of Justice under both Democratic and Republican administrations. At DOJ, Henderson pursued Section 2 and other VRA investigations and reviewed submissions from Section 5 covered jurisdictions for preclearance. She reviewed redistricting plans for Section 5 compliance, including one submitted for administrative review for City Council Districts for a very large and very diverse East Coast city. She was one of the DOJ attorneys who litigated the Section 5 law suit instituted by the state of North Carolina for preclearance of their state legislative districts. At UC Berkeley, Ms. Henderson has been involved in numerous voting rights projects, including overseeing the research and developing policy recommendations for reauthorization of the VRA in 2006, editing a book on VRA, producing research on redistricting and the VRA, and developing and providing materials and training about redistricting in California, with a stress on VRA compliance.

Bonnie Glaser

Bonnie E. Glaser is an associate with Q2 Data & Research, LLC, a Research Specialist at the UC Berkeley Law Center for Research and Administration and holds a PhD in Political Science from UC Berkeley. Dr. Glaser has conducted qualitative and quantitative research and analysis related to California public policy and government for the past twenty-five years. Her recent work on election administration and redistricting has required study of and familiarity with California constitutional and statutory law, particularly Article XXI of the Constitution, the Elections Code and the Government Code, as well as knowledge of Sections 203, 2 and 5 of the federal Voting Rights Act of 1965. She has conducted numerous projects which investigate the implementation of California policy across the 58 counties, various geographic areas (urban, rural, mountain, desert, coast), and different demographic population groups (based on race, ethnicity, language, age, voting status, income level, education, and disability status). In particular, she surveyed and observed poll workers and county election officials across the state, assessed the degree to which the needs are met of voters with limited English proficiency and voters with disabilities, and analyzed the demographics of the applicants to the Citizens Redistricting Commission. Dr. Glaser also conducted election-related studies with demographic variation outside California, including the impact of on-line voter registration on various ethnic groups in Arizona and Washington, and case studies of absentee voting procedures in four states sampled from different geographic regions of the country. In additions, she provided information about voting by persons with disabilities in California to an international group implementing Article 29 of the UN Convention on the Rights of Persons with Disabilities in

Mexico and other countries. Dr. Glaser has worked extensively with large datasets and databases, in particular census data, state-level population datasets, survey datasets and administrative databases of government agencies. Particularly relevant to her role in this proposal, she has experience constructing large quantitative datasets from qualitative data. She is familiar with various software tools including Excel, SPSS, Google Earth, and Maptitude for Redistricting.

Nicole Boyle

Nicole Boyle, Associate at Q2 Data & Research, LLC has been a GIS analyst and Database Administrator for fifteen years at the Statewide Database, the State of California's redistricting database located at University of California, Berkeley. Boyle has performed geographic analysis of electoral and census datasets, built longitudinal datasets that allow for pre/post redistricting analysis on the same unit of analysis, created custom maps and has conducted studies analyzing the potential impact of various redistricting criteria and processes. Boyle also works as a consultant providing technical and GIS support on redistricting and voting rights act projects. In particular Boyle worked on local redistricting projects in California in 2001-2002 including the San Diego City Council and San Francisco Board of Supervisors redistrictings, both of which involved diverse communities and geography. She also assisted the court-appointed Special Master with his analysis in 2002 of an interim Arizona State Legislative Redistricting Plan. Between redistrictings, her consulting projects included preparing custom datasets, data reports and maps for various government and non-profits agencies and publications. Recently, she analyzed voting data to determine the number of residents in various language minority groups in each county and precinct in California, and constructed datasets for racially polarized voting analyses. Boyle is familiar with all formats of geographic data, especially those used in redistricting, she has extensive experience working with and training people on statistical and GIS software, including SPSS, Google Earth Pro, Google Maps, ArcGIS, Maptitude, and Maptitude for Redistricting. For the 2011 redistricting cycle, Boyle has designed and conducted numerous hands-on training courses with individuals and groups to increase their familiarity with the data and mapping software used in redistricting.

Tamina Alon

Alon mapped statewide districts for the Statewide Database between 2003 and 2005. She worked on a James Irvine Foundation study of competitiveness as a redistricting criterion. This study analyzed the effect of competition on other redistricting criteria, including the Voting Rights Act, creation of majority minority districts in California, population equality, compactness, city and county boundary preservation, with special emphasis on avoiding retrogression in Section 5 counties. This work provided Alon with tremendous experience working with the population diversity in California and its relevance to redistricting. As a mapper and researcher, Tamina became intimately familiar with the geography of California during daily mapping with Maptitude for Redistricting. As a researcher and data analyst, Tamina regularly worked with the 2000 PI 94-171 census data. She also worked with census sample datasets and used American Fact Finder during this project. In 2005, Alon left the Statewide Database to attend UC Hastings College of the Law and graduated in 2008 with an emphasis on voting rights law and election law. Through her training and subsequent practice, Tamina became highly familiar

with the California Elections code. While at UC Hastings, Tamina worked for the State and Local Government Clinic and the Public Law Research Institute where she did a study on public participation in California law. Alon is familiar with the Federal Voting Rights Act of 1965 and teaches it as part of her curriculum as an instructor of political science at Laney College. Tamina is also familiar with Article 21, Section 2 of the California Constitution and was one of the top 120 applicants selected for Citizens Redistricting Commission. In addition to her experience with Maptitude for Redistricting, Alon has also used ArcGIS and GeoMedia Pro. She currently runs the Berkeley Redistricting Assistance Site that is designed to allow the public to participate in redistricting.

Jaime Clark

Clark has been working with both Q2 Data & Research and the Statewide Database on redistricting mapping projects for almost three years. Clark has logged hundreds of hours redistricting with Maptitude for Redistricting and regularly works on statewide projects for all statewide district types. Jaime is familiar with the Federal Voting Rights Act, in particular Sections 2 and 5, and has redistricted in projects which required the creation and analysis of VRA districts while preserving population equality, compactness and contiguity. A social anthropologist by training, Clark has tremendous experience with the population diversity of California and the geography of California. One of Clark's projects illustrating this experience was the construction of maps with election and census data visualizing population and demographic changes throughout California. Clark has worked replicating redistricting studies including "Competition and Redistricting in California: Lessons for Reform," and "The Implications of Nesting in California Redistricting." When not mapping, Jaime assists with trainings on redistricting law and principles, and public trainings on Google Maps and Maptitude for Redistricting. Jaime has attended trainings on the latest updates to redistricting law and principles and participates in workshops for advanced Maptitude for Redistricting users.

Alexandra Woods

Woods joined the Statewide Database as a mapper in 2005 during a very busy time and was immediately introduced to the high-intensity demands of deadline redistricting. Working with a small team of line drawers, Woods logged over 1,500 hours on Maptitude for Redistricting on California statewide redistricting projects, including the creation of dozens of California assembly and congressional plans. Her work on the study "Competition and Redistricting in California: Lessons for Reform" was invaluable and her skill with Maptitude for Redistricting was so impressive she was soon asked to train others on the software, including members of the public and the press. Woods's experience with the Federal Voting Rights Act, the geography of California, and the population diversity of California are all easily demonstrable through her impressive work as a statewide line drawer. Alexandra worked on statewide maps juggling multiple criteria including population equality, contiguity, compactness, communities of interest, city and county boundaries, compliance with the VRA, and competitiveness. Woods's work has made her knowledgeable about California elections law and the use of census data. Since last year, Alexandra has been working with the newest version of Maptitude for Redistricting and she has attended multiple workshops and trainings on Maptitude, current

redistricting laws, including the new provisions of the California Constitution embodied in Article 21, section 2, and efficient mapping.

Guan-Cheng Li

Guan-Cheng Li has a wealth of experience in system security. For the last 2 years, he has been responsible for protecting the data files at the Statewide Database, which houses California's official redistricting database. Li is a PhD student of Computer Science at UC Berkeley specializing in database administration and computer security, who is skilled in programming on-demand software as well as developing business-focused solutions under severe time constraints. With increased interest in the Census and Redistricting, the Statewide Database has seen a significant increase in traffic over the past year. Li monitors and analyzes millions of lines of access and security logs on a daily basis. He also works closely with the IT team of The School of Law, and the Security Team of The University of California.

Resumes

See the attached documents.

Karin Mac Donald

Education

University of California, Berkeley

Department of Political Science, Ph.D (on leave)

University of California, Berkeley

M.A. Political Science, 1998

University of California, Berkeley

B.A. Magna Cum Laude, 1995

Professional Experience

Redistricting Group at Berkeley Law

2010-present

Director

- Design and implementation of redistricting assistance sites in 6 California jurisdictions
- Development of redistricting trainings and materials
- Design and teaching of workshops on data, criteria and voting rights for experts, journalists, advocates and the general public

Q2 Data & Research LLC

2006-present

Manager/Senior Researcher and Consultant

- Specializing in Redistricting, Voting Rights, Election Administration, Implementation and Public Administration/Public Policy, California Politics, Election and Census Data Research

Election Administration Research Center, University of California, Berkeley

2005-present

Director

- Research Director - Evaluation of Poll Worker Training in California - Grant awarded 1/2005 (\$500,000)
- Contracts with California Secretary of State's office to survey poll workers throughout the State of California (2006 and 2007)
- Online Voter Registration Study in Washington and Arizona funded by Pew Center on the States (2008-2010)

Karin Mac Donald – Data Consulting

2000 – 2005

Owner

- Various contracts in the areas of Redistricting, Public Opinion Research, Public Administration, Public Policy, Implementation, Election Administration, Election and Census data analysis, etc

Statewide Database, University of California, Berkeley

1994-present

Director

- Various research grants from Pew Charitable Trusts, The James Irvine Foundation, The JEHT foundation, etc. to study implementation of redistricting criteria and processes, and build longitudinal datasets that allow for pre/post redistricting analysis on the same unit of analysis.
- Construction of geographic datasets.
- California State Liaison to the Bureau of the Census Redistricting Data Program for Phase II (delineation of block boundaries and voting district lines) in 1998 and 2008 respectively

UCDATA, Survey Research Center, UC Berkeley - California Work Pays Demonstration Project

1995

Research Associate

Awards

- Co-recipient of the *Raymond Vernon Prize*, acknowledging outstanding contributions to the study and practice of policy analysis and public management, awarded annually by the American Association for Public Administration and Management, with Bonnie E. Glaser and Marcia Meyers, 1998

Recent Redistricting and Voting Rights Related Projects

| | |
|--|-----------|
| Conceived, designed, wrote grant, received funding (The James Irvine Foundation) and implemented statewide redistricting assistance sites that allow the public access to software, technical assistance and infrastructure to participate meaningfully in the California statewide redistricting process | 2010/2011 |
| Speaker; Redistricting California Conference; Los Angeles, CA (redistricting data and how to participate) | 01/2011 |
| Speaker at Redistricting Seminar for National Conference of State Legislatures, Washington DC | 02/2011 |
| Designed and taught training for First 8 Commissioners; California Bureau of State Audits | 12/2010 |
| Lecturer, Speaker, Participant at multiple national voting rights act and redistricting seminars and convenings, including for the National Association of Latino Elected and Appointed Officials, the Chief Justice Earl Warren Institute on Race, Ethnicity and Diversity, and the Mexican American Legal Defense and Educational Fund | 2010 |
| Taught dozens of seminars throughout California on Redistricting (Data, Criteria, VRA) and how to participate; and on the implementation of Prop 11 | 2010/2011 |
| Designed and taught multiple trainings for California Bureau of State Audits, on general redistricting data, and criteria; skills Applicant Review Panel members need to look for to select Commissioner Panel for CRC; California geographic, racial and ethnic diversity | 2010 |
| Faculty: Community Census and Redistricting Institute; Expert Preparation Program; Southern Coalition for Social Justice; Duke University | 06/2010 |
| Guest lecturer, University of California, School of Law; (Data use in Redistricting Litigation) | 04/2010 |
| Guest lecturer, Séminaire Frontières des villes, Paris 8 University, France (Implementation of California Proposition 11) | 11/2009 |
| Faculty at Redistricting Seminar for National Conference of State Legislatures San Francisco (implementation of redistricting) | 06/2009 |
| Guest lecturer; University of California, Berkeley, School of Law; Voting Rights Seminar (Implementation of Voting Rights Act Section 2) | 08/2009 |

Selected Consulting Projects

| | |
|--|------------|
| Various racially polarized voting analyses for Lawyers' Committee of Civil Rights under Law, Mexican American Legal Defense and Educational Fund, Hanson Bridgett, LLP | 2008 -2011 |
| United States Election Assistance Commission, Consultant in study of the implementation of the electronic transmission of voting materials, and voters covered by the Uniformed and Overseas Citizens Absentee Voting Act; including qualitative study of administrative procedures, quantitative analysis of voter experiences, sample and large N survey design. | 2006-2008 |
| Consultant to The Election Center; Development and teaching of redistricting and voting rights course for Professional Certification Curriculum of California's Clerks and Registrars of Voters. | 2004-2008 |
| City and County of San Francisco, Consultant to the Election Task Force for Redistricting to redraw the Supervisorial Districts | 2002 |
| Alameda-Contra Costa Transit District; Sub-Contractor/Redistricting Consultant to the Board of Directors to redraw the Ward Boundaries | 2001 |
| Peralta Community College District; Sub-Contractor/Redistricting Consultant to the District to redraw Community College Board of Trustee Areas | 2001 |
| City of San Diego; Consultant to the Redistricting Commission to redraw City Council Boundaries | 2001 |
| City of Modesto; Consultant to the Mayor's Ad-Hoc Committee on Term Limits and District Elections; Re-Design of a district-based Election System for the City of Modesto | 2000 |
| City of Oakland, Analysis of 1990 Census Undercount by Census Block; Census Steering Committee | 1999/2000 |
| Los Angeles Times; Creation of merged marketing and electoral database | 1999 |

- The San Francisco Examiner; Local Election Analysis 1999
- City of Los Angeles, Establishment of a Department of Neighborhoods; Definition and Boundary Methodology of Neighborhoods for Formation of Councils 1998/99
- Asian Pacific American Legal Foundation, Los Angeles; Survey and Exit Poll Design 1998
- The Sacramento Bee; California Statewide Demographic Trend and Election Analysis 1998
- National Coalition for Immigrant Rights; Naturalization and Registration Database Design and Implementation 1997
- The Feminist Majority; Voter Registration and Demographic Analysis 1996
- State of California, Office of the Legislative Analyst, Implementation of Public Policy through Department of Social Services 1996

Selected Professional Activities/Memberships

- California State Liaison to the Bureau of the Census for Phase II of the Redistricting Data Program 2008-
- California Secretary of State (Bowen), Help America Vote Act Implementation Advisory Committee 2008-
- California Secretary of State (Bowen), VoteCal Advisory Committee 2007-
- National Conference of State Legislatures (NCSL), Redistricting Taskforce 1998-
- California Secretary of State (McPherson), Statewide Voter Registration Database Advisory Committee 2005/2006
- Expert Witness – California State Senate; Committee on Elections, Reapportionment and Constitutional Amendments 2006
- Expert Witness – California State Assembly; Committee on Elections, Redistricting and Constitutional Amendments 2005
- Information Facilitator Working Group, Global Disaster Information Network 2000/2001
- Global Disaster Information Network, GDIN, U.S. Delegation to Turkey 2000
- Latino Steering Committee, Census 2000, City of Oakland 2000
- African American Steering Committee, Census 2000, City of Oakland 2000
- Census Complete Count Committee, Alameda County and Oakland 1999/2000
- California State Implementation Coordinator for Census 2000 Phase II 1998
- Bay Area Automated Mapping Association 1998 -
- American Political Science Association 1996 -
- Midwest Political Science Association 1996-
- American Association of Public Administration and Management 1998 - 2000

Academic Publications

- 'Implementation of Proposition 11, Step One: logistics of forming a commission and Step Two: soliciting applicants,' (with Bruce E. Cain and Bonnie E. Glaser), forthcoming in California Journal of Politics and Policy, 2011.
- "Election Results," Data for Democracy – Improving Elections through Metrics and Measurement, *The Pew Center on The States, Make Voting Work, December 2008*
- "Administering the Overseas Vote," (with Bruce E. Cain and Michael Murakami), *Public Administration Review*, Volume 68, Issue 5, September/October 2008
- "Sorting or Self-Sorting: Competition and Redistricting in California?" (with Bruce E. Cain and Iris Hui), *The New Political Geography of California*, Frederick Douzet, Thad Kousser and Kenneth Miller, eds., Berkeley: Public Policy Press, 2008.
- "Voting from Abroad: A Survey of UOCAVA Voters," (with Bruce E. Cain and Bonnie E. Glaser), United States Election Assistance commission, <http://www.eac.gov>, March 2008

- "UOCAVA Voters and the Electronic Transmission of Voting Materials in Four States" (with Bonnie E. Glaser), United States Election Assistance Commission, <http://www.eac.gov>, October 2007
- "The Implications of Nesting in California Redistricting" (with Bruce E. Cain), University of California, Berkeley, Institute of Governmental Studies, August 2007
- "Explaining Voting System Performance: Do Technology, Training, and Poll Worker Characteristics Matter?" (with Bonnie E. Glaser, Iris Hui, and Bruce Cain), prepared for presentation at the 2007 Annual Meeting of the American Political Science Association, August 2007
- "The Attraction of Working from 6 am to 9:30 pm for a Fraction of Minimum Wage: Poll Workers and Their Motivation to Serve," (with Bonnie E. Glaser), prepared for presentation at the 2007 Annual Meeting of the Midwest Political Science Association, April 2007
- "From Locomotive to Bullet Train: Street-Level Implementation of E-Voting," (with Bonnie E. Glaser) prepared for presentation at the 2007 Annual Meeting of the Midwest Political Science Association, April 2007
- "Voting Rights Act Reinforcement: Navigating Between High and Low Expectations," (with Bruce E. Cain), in *The Future of the Voting Rights Act*, David Epstein et al, editors, New York: Russell Sage, 2006.
- "Transparency and Redistricting," (with Bruce E. Cain), University of California, Berkeley, Institute of Governmental Studies, http://igs.berkeley.edu/redistricting_research; November 2006
- "Competition and Redistricting in California: Lessons for Reform," (with Bruce E. Cain and Iris Hui), University of California, Berkeley, Institute of Governmental Studies, http://igs.berkeley.edu/redistricting_research; February 2006
- "From Equality to Fairness: The Path of Political Reform since Baker v Carr" (with Bruce E. Cain and Michael P. McDonald), in *Party Lines: Competition, Partisanship and Congressional Redistricting*, Bruce E. Cain, Thomas Mann, eds., Washington, DC, Brookings Institution, 2005.
- "Pushbutton Gerrymanders? Have Computers changed Redistricting?" (with Micah Altman and Michael P. McDonald), in *Party Lines: Competition, Partisanship and Congressional Redistricting*, Bruce E. Cain, Thomas Mann, eds., Washington, DC, Brookings Institution, 2005.
- "From Crayons to Computers: The Evolution of Computer Use in Redistricting" (with Micah Altman and Michael P. McDonald) *Social Science Computer Review* 23(3), 2005
- "California: Low-Tech Solutions Meet High-Tech Possibilities," (with Bruce E. Cain) in *Election Reform*, Daniel J. Palazzolo and James W. Ceaser, eds., Lanham: Lexington Books, 2005
- "Rethinking Communities of Interest" in *Public Affairs Report*, University of California, Berkeley, Vol. 42, No. 3, Fall 2001
- "Census 2000 - this is your future" (with Bruce E. Cain) in *California County, Journal of the California State Association of Counties*, May/June 2000, Vol. 16, No. 3.
- "Nativism, Partisanship and Immigration; An Analysis of Prop. 187" (with Bruce Cain), in *Racial and Ethnic Politics in California*, Vol. II, Michael Preston, Bruce Cain, and Sandra Bass, Eds. Berkeley: IGS Press, 1998.
- "Race and Party Politics in the 1996 US Presidential Election" (with Bruce Cain), in *Racial and Ethnic Politics in California*, Vol. II, Michael Preston, Bruce Cain, and Sandra Bass, Eds. Berkeley: IGS Press, 1998.
- "On the Front Lines of Service Delivery: Are Workers Implementing Policy Reforms?" (With Marcia Meyers and Bonnie Glaser), *Journal of Policy Analysis and Management*, Vol. 17, No. 1, Winter 1998.
- "La question raciale et la politique des partis aux elections presidentielles de 1996" (with Bruce E. Cain), in *Herodote (Journal of Geo-Politics)*, Paris, France: La Decouverte, Spring 1997.
- "Institutional Paradoxes: Why Welfare Workers Can't Reform Welfare" (with Marcia K. Meyers, Bonnie Glaser, and Nara Dillon), February 1996 - Working Paper #7, UC DATA, Survey Research Center, University of California, Berkeley.
- "Beyond Quantitative Research: Exploring the Reality of Welfare Policy," (with Bonnie E. Glaser) prepared for presentation at the Annual Meeting of the National Association of Welfare Research and Statistics, July 1996.
- "Discretion, Devolution and Equity: Public Bureaucracies and Community Based Organizations in the Implementation of Welfare Reform," (with Bonnie E. Glaser and Marcia Meyers) prepared for presentation at the 1996 Annual Meeting of the American Political Science Association, 1996.

Professional Publications

- "Implementation of Proposition 11, Soliciting Applicants: The trials and tribulations of a unique outreach campaign," (with Bonnie E. Glaser) in draft September 2010.
- "Implementation of Proposition 11, Step One: Sorting out the rules, regulations, and logistics of forming a commission," (with Bonnie E. Glaser), February 2010.
- "Part II: Online Voter Registration Implementation Study," in Online Voter Registration (OLVR) Systems in Arizona And Washington: Evaluating Usage, Public Confidence And Implementation Processes, (with Bonnie E. Glaser) Pew Center on the States, April 1, 2010
- "Online Voter Registration in Two States – An Implementation Study," (with Bonnie E. Glaser) funded by Pew Charitable Trusts Make Voting Work, April 2010.
- "Survey of Poll Workers in California – General Election November 7, 2006 Report for *Contra Costa County," (with Bonnie E. Glaser), May 1, 2007 [*equivalent report prepared for eight California Counties]
- "Voices from the Polling Place," recommendations prepared for the California Secretary of State's Office, (with Bonnie E. Glaser), April 1, 2007
- "The Why, How, What and When of Precinct Boards: Reactions from the Front Lines; A Survey of California Poll Workers in the Primary Election of 2006; Report for *Alameda County," (with Bonnie E. Glaser), September 1, 2006 [*equivalent report prepared for twenty-four California Counties]
- "The Why, How, What and When of Precinct Boards: Reactions from the Front Lines; A Survey of California Poll Workers in the Primary Election of 2006," prepared for the Annual Conference of California Association of Clerks and Election Officials (CACEO), (with Bonnie E. Glaser), July 25, 2006
- "Report to the Ad Hoc Committee on District Elections and Term Limits," City of Modesto, Evaluation of Voter Participation and Overview of Possible Changes to the Election System to Increase Participation, (with Bruce E. Cain), 2000
- "California Work Pays Demonstration Project, A Process Evaluation Phase IV: 1996" (with Barbara West Snow, Bonnie Glaser, and Christopher Jewell), UC DATA, Survey Research Center, 1997
- "California Work Pays Demonstration Project, A Process Evaluation Phase III: 1995" (with Barbara West Snow, Bonnie Glaser, and Christopher Jewell), UC DATA, Survey Research Center, 1997.
- "California Work Pays Demonstration Project Process Evaluation: Communication of Work Incentives," (with Bonnie E. Glaser) UC DATA Report, 1994.

Selected Academic Papers/Invited Talks

- "A New Era or 1981 Revisited? California's Redistricting in 2001" presented at Lanier Public Policy Conference, University of Texas, Houston; December 2000
- "Preparing for Redistricting in 2001 - Communities define their Interests" presented at American Political Science Association, Annual Meeting, Boston, 1998
- "Wedge Issues and Polarization" 1997, presented at the Latino Civil Rights Crisis Research Conference of the Civil Rights Project, Harvard University; Brookings Institution, Washington D.C. 1997
- "Race, Ethnicity, And Affirmative Action: The Impact Of Proposition 209 On Presidential Voting" (with Bruce E. Cain and Kenneth McCue), [S.l.: s.n., 1997].
- "Discretion, Devolution and Equity: Public Bureaucracies and Community Based Organizations in the Implementation of Welfare Reform" (with Marcia Meyers and Bonnie Glaser) 1996; presented at American Political Science Association Annual Meeting, San Francisco, August 1996
- "Immigration, Social Cost and Fairness: The Determinants of California's Prop. 187" (with Bruce Cain and Ken McCue) 1996, presented at American Political Science Association Annual Meeting, San Francisco, 1996
- "Bridging the Borders of Research; Qualitative Methodology in a Quantitative Environment" (with Bonnie Glaser) 1996; presented at National Association of Welfare Research and Statistics, Annual Conference, San Francisco, June 1996
- "The Effect of Immigration on the Vote for Proposition 187" (with Bruce Cain) Quantitative Statistical Seminar Series, UC Berkeley, 1995
- "Why Welfare Workers Can't Reform Welfare" (with Marcia K. Meyers, Bonnie Glaser, and Nara Dillon) 1995; presented at American Political Science Association Annual Meeting 1995

Ana Henderson

Education

University of California, Berkeley

Expected May 2012

Ph.D. Candidate, Jurisprudence and Social Policy

- Honors: Departmental Fellowship (2010), Selnick Fellowship (2008-2009)

University of California, Berkeley

May 2010

M.A. Jurisprudence and Social Policy

Harvard Law School

Mar 1999

J.D.

- Honors: 1997 HLS Association of Southern California Fellow
- Activities: Harvard Latino Law Review, Executive Editor La Alianza, Co-Chair
- Written work: California's Prop. 227 and the Future of Bilingual Education

Dartmouth College

Jun 1995

A.B. with honors in Government; Latino Studies minor

- Honors: summa cum laude, phi beta kappa, Presidential Scholar, Dean's plate for outstanding service
- Activities: La Alianza Latina, President
- Honors Thesis: Freedom to Speak English Only?: Combating Language Restrictions in the Post-Civil Rights Era

University of Paraná, Curitiba, Brazil

Spring 1994

- Studied Brazilian literature and culture and Portuguese language in study abroad program.

Leningrad State University, Leningrad, U.S.S.R.

Spring 1991

- Studied Russian language, literature, and history in advanced-level study abroad program.

Experience

University of California, Berkeley School of Law

Berkeley, CA 10/07 - present

Chief Justice Earl Warren Institute on Race, Ethnicity, and Diversity

Director, Opportunity & Inclusion

- Lead the Institute's voting rights and childhood obesity projects. Develop research agenda, conduct legal research, coordinate social science research, and develop research-based policy recommendations. Currently focus on statewide redistricting in California and the Voting Rights Act, including developing and conducting in-depth training on the statewide redistricting criteria and how the Voting Rights Act should be applied as a criterion, as well as conducting and collaborating on legal and social science research on key open questions regarding the VRA and redistricting.
- Organize and lead conferences, from 10-person gatherings to large multi-day meetings of national voting rights practitioners and scholars. Lead investigator on civil rights implications of childhood obesity epidemic and on project dealing with federal, state, and local legal landscape of public parks and recreation under the National Policy and Legal Analysis Network to Prevent Childhood Obesity, funded by the Robert Wood Johnson Foundation. Make frequent presentations about voting rights, fair housing, and other civil rights issues. Actively seek funding options and write grant proposals to private foundations to support the Institute's work.

Boalt Hall, University of California, Berkeley School of Law

Berkeley, CA 9/05 – 10/07

Chief Justice Earl Warren Institute on Race, Ethnicity, and Diversity

Voting Rights Fellow

- Led the Earl Warren Institute's Voting Rights Project. Coordinated the production and publication of commissioned research regarding voting issues. Formulated and drafted policy recommendations based on commissioned research on Voting Rights Act reauthorization. Conducted original research and writing regarding various subjects dealing voting rights.

- Regarding Voting Rights Act reauthorization: organized conference in Washington, DC and briefing on Capitol Hill to present commissioned research; drafted a white paper summarizing research, setting forth research-based policy recommendations, and providing model language for amendments to the VRA, which was submitted into the Congressional Record; maintained contact with US House of Representatives and Senate staff regarding reauthorization; collaborated with advocates and practitioners across the country regarding reauthorization and other voting rights issues; edited commissioned studies regarding temporary provisions of the Voting Rights Act into book, DEMOCRACY, PARTICIPATION, AND POWER: PERSPECTIVES ON REAUTHORIZATION OF THE VOTING RIGHTS ACT.

United States Department of Justice, Civil Rights Division Voting Rights Section
Senior Trial Attorney

Washington, DC 3/03 – 8/05

- Investigated and prosecuted violations of the Voting Rights Act (“VRA”) and the Help America Vote Act (“HAVA”). Reviewed redistricting plans and other election changes submitted by covered state, county, and local jurisdictions for compliance with Section 5 of the VRA. Defended the United States in declaratory judgment actions instituted by state election officials to obtain pre-clearance of their proposed redistricting or other election changes. Investigated instances of potential Section 2 vote dilution. Investigated compliance with Section 203 of the VRA, which requires certain jurisdictions to provide election-related information in languages other than English, and when necessary, instituted litigation to enforce the law. Lead attorney in investigations of provision of language assistance to limited English proficient Latino, Navajo, Pueblo (Tewa), and Filipino voters in jurisdictions in the Northeast, Southeast, Southwest, Northwest, and Alaska. Provided technical assistance to election officials on compliance with the VRA and HAVA. Observed elections in covered jurisdictions to gauge compliance with VRA and HAVA requirements.

Significant public casework:

- United States v. Yakima County, WA, et al. (E.D.Wash. 2004) Section 203 case alleging that Yakima County, WA failed to provide adequate and effective language assistance to Spanish-speaking voters.
- North Carolina v. Ashcroft (D.DC. 2003). Section 5 declaratory judgment action instituted by the State of North Carolina to obtain preclearance of its state legislative redistricting plans. As part of litigation, deposed several State officials and coordinated report and testimony of United States expert witnesses.

United States Department of Justice, Civil Rights Division, Housing and Civil Enforcement Section
Attorney General’s Honors Program Trial Attorney

9/99 - 3/03

- Investigated and prosecuted violations of the Fair Housing Act (“FHA”) and Title II of the Civil Rights Act of 1964. Successfully litigated and resolved FHA and Title II cases alleging discrimination on the basis of race, color, national origin, familial status, and disability. Served on the Division-wide National Origin Working Group (“NOWG”); as Chair of the NOWG Training Subcommittee, organized education sessions for Civil Rights Division and other Federal Agency staff regarding issues and obstacles unique to working with national origin minority communities. Organized public meetings in cities across the country regarding identifying and reporting discrimination based on national origin or religion. Served as webmaster of the Division’s Initiative to Combat Post-9/11 Discriminatory Backlash internet site.

Select public casework:

- United States v. Borough of Bound Brook, NJ (D.N.J. 2004): FHA case alleging that Borough discriminated against Latino residents by enacting restrictive zoning ordinance to limit number of Latinos in Borough, targeting Latino households selective enforcement of residential codes, and seeking to demolish and redevelop without sufficient housing options a predominantly Latino portion of Borough.
- United States v. Badeen, et al. (D.Kan. 2002): Title II case alleging that defendants, who owned and/or managed a night club in Wichita, KS, discriminated against Black and Latino patrons by refusing to admit them to club because of race, color, and/or national origin.

United States Court of Appeals for the Eighth Circuit
Judicial Law Clerk

St. Louis, MO 9/98-9/99

- Served as judicial law clerk to the Honorable Theodore McMillian. Researched legal questions and drafted bench memoranda and proposed opinions.

Kaye, Scholer, Fierman, Hayes, and Handler, LLP

Washington, DC 5/98-8/98

Summer Associate

- Conducted legal research and drafted legal memoranda on various subjects. Composed interrogatories and document requests in Fair Housing Act case.

Hale and Dorr Legal Services Center, Community Law Center

Jamaica Plain, MA 9/97-4/98

Student Legal Advocate

- Represented clients in administrative hearings and in informal dealings with social service providers. Performed research and preparation of cases. Conducted intake interviews and client contact in English, Spanish, and Portuguese.

Mexican American Legal Defense and Education Fund

Los Angeles, CA 5/97-8/97

Legal Intern

- Conducted legal research and writing. Formulated policy arguments. Conducted client intake and interaction in English and Spanish. Subject areas of work included: bilingual education, equal education opportunity, and language rights.

Harvard College

Cambridge MA 9/96-6/98

Pre-law Advisor, Adams House

- Provided advice and support regarding school selection and application process, critiqued writing samples, and composed Dean's certification letter for Harvard undergraduates applying to law school.

Stern, Shapiro, Weissberg, & Garin

Boston, MA 9/96-12/96

Legal Intern (Clinical component of Employment Discrimination course.)

- Interacted with plaintiffs and witnesses, prepared witness statements, and conducted legal research.

ACLU National Legal Division

New York, NY 7/96-8/96

Legal Intern

- Advised senior attorney on desegregation remedies for Latinos/as for use in second phase of Hartford, CT school desegregation case. Interacted with co-counsel and clients to develop remedial scheme.

Cheyenne River Sioux Tribal Attorney General

Eagle Butte, SD 6/96-7/96

Legal Intern

- Authored grant proposal for domestic and child abuse prevention. Wrote contracts for Tribe. Composed forms for civil actions in Tribal Court to accompany Tribal Rules of Civil Procedure.

Teaching Experience

University of California, Berkeley Law of School

Berkeley, CA Spring 2011

Guest Lecturer, Voting Rights Seminar

- Taught session about the racially polarized voting analysis in redistricting and VRA compliance.

University of California, Berkeley Law of School

Berkeley, CA Spring 2008

Lecturer-in-Residence

- Developed and taught law school course "Contemporary Civil Rights Law and Policy".

University of California, Berkeley Law of School

Berkeley, CA Fall 2006

Guest Lecturer, Voting Rights Seminar

- Taught session about Section 203 of the VRA and my experiences enforcing this law.

Department of Spanish and Portuguese, Dartmouth College

Hanover, NH 1991-1995

Assistant Teacher

- Organized and conducted four hours of class per week in Advanced Spanish. Corrected papers and tutored students.

Awards

- U.S. Department of Justice, Civil Rights Division Performance Award (2002 & 2004)
- Harvard Law School Program on Government Service Heyman Fellow (2000-2003)
- Kaufman Post Graduate Fellowship (1999-2000)

Publications

- Issue Brief, Redistricting: Estimating Citizenship Voting Age Population, Warren Institute (forthcoming), with Jorge Chapa, Werner Schink, and Aggie Noah.
- Issue Brief, Redistricting: The Voting Rights Act and Coalition Districts, Warren Institute (forthcoming), with Christian Grose and Matt Barreto.
- Article, Better Parks Through Law & Policy: A Legal Analysis of Authorities Governing Public Parks and Open Spaces, Journal of Physical Activity & Health (January 2011), with Chrisine Fry.
- Chapter, Proposition 209 and the National Debate on Affirmative Action, in EQUAL OPPORTUNITY IN HIGHER EDUCATION: THE PAST AND FUTURE OF CALIFORNIA'S PROPOSITION 209. 2010, with Christopher Edley, Jr., Michal Krulander, and Eric Grodsky.
- Essay, Section 203 in Action: Reflections from the Field, in Tucker, James, THE BATTLE OVER BILINGUAL BALLOTS. 2009.
- Book, DEMOCRACY, PARTICIPATION, AND POWER: PERSPECTIVES ON REAUTHORIZATION OF THE VOTING RIGHTS ACT, (Ana Henderson, ed., Berkeley Public Policy Press). 2007.
- Report, Voting Rights Act Reauthorization: Research Based Recommendations to Improve Voting Access, Berkeley, CA: The Chief Justice Earl Warren Institute on Race, Ethnicity and Diversity. 2006, with Christopher Edley, Jr.
- Pamphlet, Federal Protections Against National Origin Discrimination. Published by U.S. Department of Justice, Washington, DC. 2001. Co-authored and edited English version; co-edited and proofread Spanish version.
- Handbook, TAFDC Regulations in Massachusetts. Published by the Coalition for Basic Human Needs, Boston, MA. 1997.

Presentations

- Statewide Redistricting in California, presentation to California Redistricting Workshop, (Sacramento; March 12, 2011)
- Identification Documents as The Border, presentation on Rethinking National Boundaries and Borders panel at the Annual Conference of the Association for the Study of Law, Culture, and the Humanities. (Las Vegas, NV; March 11, 2011)
- Representational and Evidentiary Issues: Coalition Districts and Influence Districts, co-presenter at the Redistricting California: Cutting Edge Issues conference. (Los Angeles, CA; March 2, 2011)
- Redistricting and Citizenship, co-presenter at the Redistricting California: Cutting Edge Issues conference. (Los Angeles, CA; March 2, 2011)
- Staying on Track with the Voting Rights Act, panelist, RedistrictingCA Conference (Los Angeles, CA; January 25, 2011)
- The Voting Rights Act and Redistricting in California (extended version), Redistricting Boot Camp (Berkeley, CA; November 11, 2010)
- 2010 Midterm Election Challenges, moderator at the American Constitution Society Conference, "A National Dialogue on the State of Voting Rights in 2010: Past, Present, and Future," (Washington, DC; September 28, 2010)
- The Voting Rights Act and Redistricting in California (extended version), Redistricting Boot Camp (Berkeley, CA; September 2, 2010)
- The Voting Rights Act and Redistricting in California, Redistricting Boot Camp (Berkeley, CA; August 11, 2010)
- The Voting Rights Act and Redistricting for Community Advocates, CAPAFR Retreat, (Los Angeles, CA; June 2, 2010)

- Communities of Interest, the Voting Rights Act, and Redistricting in California, presentation to the Auditor Review Panel, California State Auditor (Sacramento, CA; April 19, 2010)
- Better Parks through Policy: A Legal Analysis of Authorities Governing Public Recreation Facility Provision, plenary presentation, 2010 Active Living Research Annual Conference (San Diego, CA; February 2010)
- Campaigns and Compliance: the Basics of Election Law (CLE), panelist at the American Bar Association – Young Lawyers Division Annual Conference (San Diego, CA; October 2008)
- Civil Rights Law for Public Health Researchers, plenary presentation, National Policy and Legal Analysis Network to Prevent Childhood Obesity, Meeting on Civil Rights And Childhood Obesity Prevention (Chicago, IL; June 2008)
- Race, Contextual Effects, and Participation, discussant at the Midwest Political Science Association Annual Conference (Chicago, IL; April 2008)
- Electoral Bias, Competition, and Representation, discussant at the Midwest Political Science Association Annual Conference (Chicago, IL; April 2008)
- The 2008 Election Agenda, moderator at the Majority Minority State conference (Berkeley, CA; February 2008).
- Lessons from the Gateway, moderator at the Fostering Civic Participation in Emerging Communities conference (Washington, DC; December 2007)
- All Together Now: Empowering Coalitions, moderator at the Fostering Civic Participation in Emerging Communities conference (Washington, DC; December 2007).
- Cross-Cutting Legal Issues Briefing: Civil Rights, presenter at the National Policy & Legal Network to Prevent Childhood Obesity First Annual Learning Community Symposium (Washington, DC; November 2007).
- Access to Democracy: Removing Barriers to Equal Participation, the Decade Ahead, convenor, organizer, and director of conference. (Washington, DC; July 2007)
- Vote Denial, panelist, Access to Democracy: Removing Barriers to Equal Participation, the Decade Ahead conference (Washington, DC; July 2007).
- Making Fair Housing Fair: Increasing Participation Rates of Latinos in the Fair Housing System, panelist at the National Council of La Raza Annual Conference (Miami, FL; July 2007).
- Voting and Elections Technology, discussant at the Midwest Political Science Association Annual Conference, (Chicago, IL; April 2007).
- The 2006 California Ballot: Initiatives and Propositions, presenter, League of Women Voters, Berkeley City Club, (Berkeley, CA; October 2006).
- The Right to Vote in Jeopardy: A Strategy for Strengthening the Voting Rights Act, panelist and moderator at the National Council of La Raza Annual Conference, (Los Angeles, CA; July 2006).
- Congressional Briefing regarding reauthorization of the Voting Rights Act, moderator (Washington, DC; February 2006).
- Should Section 203 Be Reauthorized?, panelist, and What Evidence Supports Reauthorization?, moderator, at the Protecting Democracy: Using Research to Inform the Voting Rights Reauthorization Debate conference (Washington, DC; February 2006).
- Organizing a Community Forum, panelist at the California Conference on the Voting Rights Act conference (Los Angeles, CA; February 2006).
- American vs. American: Backlash against Muslim Americans, panelist at the National Association of Muslim Lawyers Annual Conference (New York, NY; October 2002).
- United States Department of Justice Community Forum, panelist (Newark, NJ; September 2002).
- United States Department of Justice Community Forum, panelist (Atlanta, GA; April 2002).

Media Appearances

- Early Voting, interview by Louis Megid, Univision Network National Newscast (October 13, 2008). Interview conducted in Spanish
- Bilingual Ballots, guest on Línea Abierta, hosted by Samuel Orozco, on Radio Bilingüe (June 24, 2008). Hour-long interview and call-in show regarding bilingual election materials, enfranchising language minorities, and the increasing use of Spanish in the 2008 election cycle. Program conducted in Spanish.

Admissions

- State Bar of California. Admitted January 10, 2000.

Languages

- Bilingual in English and Spanish. Proficient Portuguese. Basic knowledge of spoken and written Russian.

Bonnie Glaser

Education

University of California at San Francisco

June 2005

Institute for Health Policy Studies, Postdoctoral Training Program

University of California at Berkeley

May 2002

PhD Political Science

- Dissertation: "Organizational Response to Major Policy Change: Anticipating Welfare Reform in California"

University of California at Berkeley

May 1990

MPH Health Policy and Administration

University of California at Berkeley

May 1988

BA Economics

- Departmental Honors, Phi Beta Kappa

Professional Experience

Q2 Data & Research, LLC

Associate

Oakland, CA (Sep 2006 - present)

Karin Mac Donald - Data Consulting

Consultant

Oakland, CA, (Jan 2005 - Jun 2006)

Berkeley Law Center on Research & Administration *Research Specialist*

UC Berkeley (Oct 2009 - present)

Election Administration Research Center

Research Specialist

UC Berkeley, (Jul 2005 – Jun 2010)

Department of Clinical Pharmacy

Postdoctoral Researcher

UC San Francisco (Nov 2002-2005)

Institute of Governmental Studies

Graduate Student Researcher

UC Berkeley (Jan 2000- May 2000)

UCDATA

Graduate Student Researcher

UC Berkeley (Jun 1993-Feb 1999)

Research and Instruction Design Projects

Redistricting Training and Outreach Project

May 2010-present

- Managing curriculum and coordinating three-pronged educational project (trainings, written materials, assistance sites) aimed at providing California residents with the tools to meaningfully participate in 2011 redistricting process. Reviewing and standardizing content of trainings, written materials, and assistance provided through project.

Redistricting Commission Study

Oct 2009-present

- Conducting real-time process study of implementation of Proposition 11, the Voters First Initiative in California, through in-depth interviews with government officials, non-profits, and other interested individuals and review of all public documents related to formation and operation of California's Citizens Redistricting Commission.

Poll Worker Training Design for Yolo County

Mar 2010–Jun 2010

- Redeveloped and tested powerpoint presentation used to train election workers in Yolo County in preparation for the June 2010 Election. Conducted post-election evaluation of training and poll worker performance.

Nationwide Online Election Worker Survey

Oct 2008–Jul 2009

- Collaborated with a non-profit non-partisan organization to compose, launch, advertise, and analyze responses of an online survey geared towards local election officials, staff, and poll workers who worked in the November 4, 2008 Election.

Implementation Strategies for Accessible Voting in Mexico

May 2008–Oct 2010

- Facilitated fact-finding efforts of delegation from Mexico seeking assistance in implementing Article 29 of the UN Convention on the Rights of Persons with Disabilities with respect to the accessibility of polling places.

Online Voter Registration Study

May 2008–Mar 2010

- Proposed, organized and conducted implementation study of online voter registration systems in Arizona and Washington states, including interviews with state and local election officials, government employees, and voter registration advocates.

Uniformed and Overseas Voting Study

Sep 2006–Mar 2008

- Co-managed and conducted a study for the U.S. Election Assistance Commission (EAC) examining administrative processes and voter experiences with respect to military and overseas absentee voting, including in-person interviews with election managers in four states and fourteen local jurisdictions, administration of a survey to voters, planning a conference agenda, and composing EAC reports.

Poll Worker Survey

Oct 2005–Sep 2007

- Developed pen and paper survey project from questionnaire design and testing to field implementation to data coding and analysis.

Poll Worker Training Study

Jan 2005–Jun 2010

- Planned and conducted observations of poll worker trainings and interviews with local election officials about training programs.

Development of Airline Smoking Restrictions

Jul 2003–Nov 200

- Completed extensive legislative and regulatory history and interviewed forty-five participants in the Congressional activities surrounding the 1987 and 1989 enactment of federal statutes banning smoking on US domestic flights.

Opinions and Attitudes Toward Financial Conflicts of Interest in Scientific Research

Nov 2002–Jun 2005

- Planned and conducted systematic review of existing opinion data.

California's Bipartisan Committee on the Political Reform Act of 1974

Jan 2000–Dec 2000

- Facilitated focus groups about campaign finance disclosure laws with filers and users of disclosure forms.

Social Services Administrative Data Inventory Project

Jan 1999–Dec 1999

- Member of team compiling information through telephone interviews on state health and human services computer systems and their capacity for data linking.

The Response of County Welfare Agencies to Welfare Reform

Jun 2008–May 2002

- Designed and conducted original research for completion of Ph.D. dissertation, including interviews with local welfare administrators and analysis of a fifty-eight county survey.

California Work Pays Demonstration Project

Jun 1993–Jun 1998

- Designed and conducted process evaluation, including extensive observations and interviews, for four-county welfare reform demonstration project, as coordinator of a team of researchers.

Methodology Experience

- Twenty-two years experience conducting and managing qualitative field research including purposive, convenience and snowball sampling, developing and testing interview instruments, in-person and telephone interviewing, conducting in-depth case studies, organizing and facilitating focus groups, systematic

observations of social settings and interactions, compilation of extensive field notes, qualitative data coding and analysis by hand and by using QSR NVivo software, literature reviews, and composition of presentations, reports and analytical papers.

- Designed and distributed surveys, coded responses, and analyzed large survey datasets (N=15,000) using SPSS. Acquisition of several survey data sets and associated documentation, and secondary analysis of those data sets.
- Conducted a “systematic review” of original social scientific data, according to the principles of medical/epidemiological research.
- Experience and aptitude applying research methods to new and different policy arenas (health, welfare, conflicts of interest, voting procedures, disability access, redistricting) at all levels of government (local, state, federal, international)

Professional Publications

- Glaser, Bonnie and Karin Mac Donald, ‘Implementation of Proposition 11, Soliciting Applicants: The trials and tribulations of a unique outreach campaign,’ in draft September 2010.
- Glaser, Bonnie and Karin Mac Donald, ‘Implementation of Proposition 11, Step One: Sorting out the rules, regulations, and logistics of forming a commission,’ February 2010.
- Glaser, Bonnie and Karin Mac Donald, ‘Part II: Online Voter Registration Implementation Study,’ in Online Voter Registration (OLVR) Systems in Arizona And Washington: Evaluating Usage, Public Confidence And Implementation Processes, Pew Center on the States, April 1, 2010
- Glaser, Bonnie and Karin Mac Donald, ‘Online Voter Registration in Two States – An Implementation Study,’ funded by Pew Charitable Trusts Make Voting Work, April 2010.
- Glaser, Bonnie and John McCarthy, ‘2008 Election Worker Survey,’ report on survey design, implementation and results, April 2009
- U.S. Election Assistance Commission, “UOCAVA Voters and the Electronic Transmission of Voting Materials in Four States,” October 2007 and “Facilitating UOCAVA Conference Report,” September 2007
- Glaser, Bonnie and Karin Mac Donald, “A Survey of California Poll Workers in California in the General Election of 2006, May 1, 2007
- Mac Donald, Karin and Bonnie Glaser, “The Why, How, What and When of Precinct Boards: Reactions from the Front Lines; A Survey of California Poll Workers in the Primary Election of 2006,” September 30, 2006
- UC DATA, “A Inventory of Research Uses of Administrative Data in Social Services Programs in the United States 1998,” Report to the Northwestern University/University of Chicago Joint Center for Poverty Research, February 1, 1999.
- Glaser, Bonnie, Christopher Jewell, and Karin Mac Donald, “California Work Pays Demonstration Project Process Evaluation: Welfare Reform in California Phase I - IV,” UC DATA Report, April 1994 - May 1997.

Academic Publications

- Glaser, Bonnie, Karin Mac Donald, and Bruce E. Cain, ‘Implementation of Proposition 11, Step One: logistics of forming a commission and Step Two: soliciting applicants,’ in process, to be published in California Journal of Politics and Policy.
- Glaser, Bonnie, Karin Mac Donald, Iris Hui, and Bruce Cain, “The Front Lines of Democracy: Who Staffs Polling Places and Does it Matter?” EARC Working Paper 0704, October 2007
- Glaser, Bonnie, Karin Mac Donald, Iris Hui, and Bruce Cain, “Explaining Voting System Performance: Do Technology, Training, and Poll Worker Characteristics Matter?” prepared for presentation at the 2007 Annual Meeting of the American Political Science Association, August 2007
- Glaser, Bonnie and Karin Mac Donald, “The Attraction of Working from 6 am to 9:30 pm for a Fraction of Minimum Wage: Poll Workers and Their Motivation to Serve,” prepared for presentation at the 2007 Annual Meeting of the Midwest Political Science Association, April 2007
- Mac Donald, Karin and Bonnie Glaser, “From Locomotive to Bullet Train: Street-Level Implementation of E-Voting,” prepared for presentation at the 2007 Annual Meeting of the Midwest Political Science Association, April 2007

- Jewell, Christopher and Bonnie Glaser, "Toward a General Analytic Framework: Organizational Settings, Policy Goals, and Street-Level Behavior," Administration & Society July 2006; 38(3):335-364.
- Glaser, Bonnie and Lisa Bero, "Attitudes of academic and clinical researchers toward financial ties in research: a systematic review," Science and Engineering Ethics, Oct. 2005; 11(4):553-73.
- Meyers, Marcia, Bonnie Glaser, and Karin Mac Donald, "On the Front Lines of Welfare Delivery: Are Workers Implementing Policy Reforms?" Journal of Policy Analysis and Management, Winter 1998; 17(1):1-22.

Awards

AHQR Postdoctoral Training Fellowship

- Awarded funding by Agency for Healthcare Quality and Research (AHQR), U.S. Department of Health and Human Services, for training to prepare post-PhD scholars for leadership roles in the health field in academia, government, and the private sector, June 2003-June 2004. Service in health field completed June 2005.

Raymond Vernon Prize from the Association for Public Policy Analysis & Management

- Co-recipient of the 1998 (APPAM), acknowledging outstanding contributions to the study and practice of policy analysis and public management, for article entitled "On the Front Lines of Welfare Delivery: Are Workers Implementing Policy Reforms?"

Nicole Boyle

Education

- University of California, Berkeley, B.A., 2005

Professional Experience

Q² Data & Research LLC

Data & GIS Analyst

2006-present

- Specializing in Redistricting, Voting Rights, Elections and Census Data Research

Statewide Database

Database Administrator

2002-present

- The redistricting database for the State of California funded by the State Legislature and located at University of California, Berkeley;
- Participation in various research grants from Pew Charitable Trusts, The James Irvine Foundation, The JEHT foundation, etc. to study implementation of redistricting criteria and processes, and build longitudinal datasets that allow for pre/post redistricting analysis on the same unit of analysis.

Statewide Database

Data & GIS Analyst

1997-2002

- Constructed and performed geographic analysis of electoral and census datasets.

GIS Analyst and Technical Consultant

2001-2002

- Provided technical assistance to consultants for various state and local commissions and jurisdictions during 2001 redistricting process.

Selected Consulting Projects

MALDEF, Lawyers' Committee for Civil Rights, Hanson Bridgett

2000-2010

- Constructed datasets of several jurisdictions for polarized voting analysis.

California Secretary of State

Dec 2009

- Performed analysis of precinct data per California Elections Code section 14201(3) requires the SOS to determine the number of residents of voting age in each county and precinct who are members of a single language minority, and who lack sufficient skills in English to vote without assistance.

Lawyer's Committee for Civil Rights

Jun 2009

- Constructed datasets of several jurisdictions for polarized voting analysis.

Advancement Project

Oct 2008

- Constructed demographic datasets of voter precincts in three jurisdictions.

California Target Book

Jul 2003

- Created custom maps of the California Congressional, Assembly, and Senate Districts for publication.

Schott & Associates

May 2003

- Prepared data reports of voter registration in California Senate Districts by county and Assembly District subsections.

Arizona Supreme Court Congressional Redistricting Special Masters

May 2002

- Verified Congressional redistricting plan statistics and performed data analysis for special court master to the Arizona Supreme Court.

San Francisco Task Force on Redistricting

Jan 2002

- Provided technical and GIS support to the consultant (Karin Mac Donald) for the San Francisco Board of Supervisors redistricting including: plan creation per their specifications, provided maps and technical assistance to the Board of Supervisors, community and neighborhood groups.

City of San Diego Redistricting Commission

Apr 2001

- Provided technical and GIS support to consultant (Karin Mac Donald) for the redrawing of City Council boundaries including: plan creation per Commissions specifications and providing maps and technical assistance to the Commission, community and neighborhood groups.

Karin Mac Donald

May 2001

- Provided technical and GIS support to Karin Mac Donald for the redistricting of the Alameda Contra Costa Transit District Board of Directors wards and the Peralta Community College District Board of Trustees areas including producing redistricting proposals per the boards' specifications, plotted maps of proposals, and created proposal statistic reports.

Selected Professional Activities

Redistricting Outreach Trainer for Irvine Foundation Grant to community leaders and the general public on the technical aspects of redistricting including instruction on mapping software and data access. Jun 2010–Apr 2011

Trainer of GIS specialists to manage and assist public at Redistricting Assistance Sites; developed and conducted intensive three day training on technical skills including accessing and managing data and assisting others on using mapping software Feb 2011

Speaker at National Association of Election Latino Official's Redistricting Conference in Washington, DC Feb 2011

Workshop Facilitator at RedistrictingCA Conference in Los Angeles; co-facilitated workshop on mapping communities using hard copy maps. Jan 2011

GIS Trainer/ presenter to the first eight members of the California Citizens Redistricting Commission Nov 2010

Provided training to the 3-member Applicant Review Panel established by the California State Auditor pursuant to the Voters FIRST Act (Act). Training including mapping software, census and electoral geography as it relates to the practice of redistricting. Feb 2010

Workshop leader and mapping technician at National Conference of State Legislatures Redistricting Seminar in San Francisco, CA, June 11-14, 2009 Jun 2009

League of Women Voters appointee to the Alameda County Logic & Accuracy Board Jan 2008–Dec 2010

State liaison for the Voting Tabulation District/ Block Boundary Suggestion Program part of Phase II 2010 Redistricting Data Program. Jul 2008-Jun 2009

Contributions to Academic and Professional Publications

- "The Implications of Nesting in California," (Karin Mac Donald & Bruce E. Cain), University of California, Berkeley, Institute of Governmental Studies, http://igs.berkeley.edu/redistricting_research; November 2007
- "Transparency and Redistricting," (Karin Mac Donald & Bruce E. Cain), University of California, Berkeley, Institute of Governmental Studies, http://igs.berkeley.edu/redistricting_research; November 2006
- "Competition and Redistricting in California: Lessons for Reform," (Karin Mac Donald, Bruce E. Cain and Iris Hui), University of California, Berkeley, Institute of Governmental Studies, http://igs.berkeley.edu/redistricting_research; February 2006
- "From Crayons to Computers: The Evolution of Computer Use in Redistricting" (Micah Altman, Karin Mac Donald and Michael P. McDonald) *Social Science Computer Review* 23(3), 2005

Tamina Alon

Education

University of California, Hastings College of the Law

San Francisco, CA

J.D., May 2008; Bar Admission: California, 2010

- Externship, Hon. A. James Robertson II, San Francisco Superior Court, *Fall 2007*
- State/Local Government Clinic, Berkeley City Attorney
- Relevant Coursework: Election Law; attended multiple trainings and seminars on Voting Rights Act/Law issues

University of California, Berkeley

Berkeley, CA

B.A. in Political Science, May 2005

- Relevant Coursework: California Politics, Political Regulation; attended multiple trainings on California redistricting issues

Institute for Civic Leadership, Mills College

Oakland, CA

Citizen Scholar Program, Fall 2004

Professional Experience

The Redistricting Group at Berkeley Law

Berkeley, CA

Redistricting Assistance Site Manager, present

- Attended multiple trainings on Voting Rights Act and California redistricting issues
- Manage six redistricting assistance sites across California
- Hosted five-day training for redistricting site managers across California; presented on voting rights issues and assisted in training on Maptitude for Redistricting
- Provide support for Maptitude for Redistricting and California redistricting questions for site managers

Laney College

Oakland, CA

Instructor of Political Science, present

- Currently instructing Political Science 1 "Government and Politics in the U.S." and Political Science 6 "The U.S. Constitution and Criminal Due Process."

Public Law Research Institute, University of California, Hastings College of the Law

San Francisco, CA

Research Assistant, 2007

- Researched extensive legislative histories of California code sections requiring public participation
- Drafted reports of legislative intent and histories of relevant statutes, corresponding bill numbers, bodies responsible for compliance, and regulations authorized by code sections

Institute of Governmental Studies, University of California, Berkeley

Berkeley, CA

Statewide Database Operations Assistant, 2003-2005

- Researched issues surrounding the Voting Rights Act, Latino voting organization, competitive seat redistricting, and computer use in the history of redistricting
- Worked on statewide redistricting plans for competition study funded by the Irvine Foundation
- Mapped redistricting plans using Geographic Information Systems (GIS) software, and analyzed spatial data with regards to majority/minority districts, competitive seats, and racial distribution
- Hundreds of hours experience mapping using Maptitude for Redistricting
- Trained interns on Maptitude for Redistricting
- Collaborated with other researchers on a tight schedule to finish timely research pieces
- Interviewed staff for nationwide surveys among staff of state and federal governmental offices

Jaime Clark

Relevant Experience

02/10-Present

Statewide Database, Berkeley, CA

- Attend trainings on Federal Voting Rights Act and California Redistricting issues.
- Assist in trainings on Federal and California Voting Rights and Redistricting law and principles.
- Assist in trainings for the public in Google Maps and Maptitude for Redistricting.
- Logged hundreds of hours mapping and analyzing potential California voting districts based on PL-94 Census data with Maptitude for Redistricting.
- Attended multiple Redistricting law and principles workshops and advanced Maptitude for Redistricting line drawing trainings.

05/09-Present

Q2 Data & Research, LLC, Oakland, CA

- Used Census data in various line drawing scenarios to create districts based on VRA requirements, population equality, compactness, and contiguity.
- Replicated redistricting studies including Competition and Redistricting in California: Lessons for Reform and The Implications of Nesting in California Redistricting.
- Constructed maps with election and census data to visualize population and demographic changes throughout California.

09/04-06/06

University of California Santa Cruz, Santa Cruz, CA

- Conducted multiple research projects working with California's economic, racial and ethnic diversity data and communities of interest at University of California Santa Cruz Anthropology Department.

Skills

- Advanced experience with Google Earth, Maptitude for Redistricting and American Fact Finder.
- Working knowledge of Census datasets, understanding of data collection issues and data use limitations.
- Proficient in Microsoft Office Suite, GIS, and data analysis software.

Work Experience

07/05-08/08

Teacher/Naturalist

Tree Frog Treks, San Francisco, CA

- Leading educational programs for children ages 3-12 in public and private schools based on an environmental science and natural history curriculum.
- Creating science experiments and art projects as demonstrations and learning aides for classes of 20 students.
- Teaching children about the natural history of California and San Francisco through nature walks, exploring the Bay Area's outdoor areas, and handling live animals.
- Training new teachers on company policy and professionalism in school environments.
- Guiding new teachers through curriculum preparation and application.

Volunteer Experience

02/09-Present

Band Manager

Bay Area Girls Rock Camp Oakland, CA

- Supervising groups of 8-18 year old girls working together as a band to write an original song.
- Fostering a supportive and engaging environment aimed at empowering girls.
- Instrument instruction in drums, guitar, and bass classes.
- Leading workshops on song writing, self defense, the history of women in rock, screen printing and image and identity for over 500 girls.

Education

- 11/06 BA with College and Department Honors, University of California Santa Cruz, Santa Cruz, CA
- 06/03 Diploma, Atascadero High School, Atascadero, CA

Alexandra Woods

Relevant Work Experience

Statewide Database

Research Assistant/Line Drawer

UC Berkeley
May 2005 – March 2006, 2010/2011

- Full time assistant for the research study “Competition and Redistricting in California: Lessons for Reform” funded by the James Irvine Foundation
- Logged over 1,500 hours creating redistricting plans for California Assembly and Congressional districts using Maptitude for Redistricting
- Incorporated various criteria into the creation of districts including population equality, contiguity, compactness, communities of interest, city and county boundaries, compliance with the VRA and competitiveness
- Attended multiple trainings about VRA redistricting requirements and redistricting principles
- Trained external parties, including members of the public and the news media, on Maptitude for Redistricting software, basic redistricting principles and redistricting legal requirements
- Attended trainings and workshops to keep up to date on Maptitude for Redistricting
- Proficient with current version of Maptitude for Redistricting

Other Work Experience

Playworks

Interim Office Manager

Oakland, CA
July 2010 – October 2010

- Facilitated interactions between 10 internal departments, building management and office vendors
- Reorganized office space, provided phone support for callers for all 15 cities and performed general administrative duties

City of Hope

Assistant Director of Development

San Francisco, CA
March 2009 – February 2010
July 2006 – March 2009

Event Coordinator

- Directed all event logistics for the Walk for Hope, a fundraising walk for breast cancer research, treatment and education and raised \$40,000 in corporate sponsorships
- Managed a volunteer fundraising board of real estate and construction industry leaders and coordinated their annual solicitation campaign. Responsibilities included: marketing, drafting correspondence, and organizing board meetings
- Planned an annual fundraising dinner, reception and silent auction attended by members of the San Francisco real estate and construction community and secured event sponsorships that totaled \$350,000 in 2009.
- Supported the Director of Development with office management, hiring, budgeting, arranging travel, processing donations, invoices and business expense reports as well as updating and maintaining spreadsheets and databases.

Strongest Link AIDS Services

Development Intern

Danvers, MA
May 2006 – June 2006

- Planned logistics for the annual Client Picnic and drafted appeal letters for the educational outreach program

Education

University of California, Berkeley

Bachelor of Arts in Political Science with High Honors, May 2005

Relevant Coursework: California Politics, Department of Political Science

Honors Thesis: “Human Rights Abuses in Iran: Strategies for Reform of Women and Bahá’ís”

Software Proficiencies

Maptitude for Redistricting, Microsoft Office Suite, Google Apps, Acrobat, Dreamweaver and Convio

Guan-Cheng Li

Education

- Univ of California, Berkeley Ph.D. Computer Science 2011 -
- Univ of California, Berkeley M.S. Operations Research, GPA 3.7/4 2010
- Natl Chiao Tung U Taiwan Applied Math, GPA 3.7/4 2004

Awards

- Academic Sinica Scholarship Taiwan in math, only 2 awarded annually 2003
- Natl Chiao Tung U Taiwan Presidential Award in academic excellence 2000-2003
- Ministry of Education Taiwan- National Programming Contest Third Place 2000
- Ministry of Education Taiwan- National Math Contest Honorary Award 1999
- Mayor's Cup GO Game Competition Champion of First Dan rank 1994
- Experiences

Work Experience

UC Berkeley School of Law Statewide Database Programmer 6/09-present

- Administered Redhat Linux k2.6.1; Scripted Shell; Programmed with GCC
- Built automated data feed-in system with Cron, PHP, SQL, C++
- Scripted Python and PHP for server Intrusion Detection and Prevention

Berkeley Statistical News project Programmer 11/09- present

- Built a web platform for automatically crawling real time online news
- Designed HTML, tokenization, term extraction, name entity recognition parsers
- Identified interdependent structures among keywords with structured SVMs

Berkeley Behavioral Finance project Programmer 5/10- present

- Calibrated news sentiments and market latency with financial data
- Developed strategies for identifying event-driven arbitrage opportunities
- Risk discovery from news time series with Hidden Markov Models
- Adaptive feature selection for lexicon update of sentiment keywords to traders

Stanford Genome Technology Center, Palo Alto Programmer 10/07-7/08

- Computationally explained optic neuropathies and Parkinson disease
- Predicted potential disease genes out of 25,000 unknown genes
- Processed huge dataset in R & Matlab
- Programmed logit. regressions in C

ROC Military Academy Taiwan- Second Lieutenant IT Officer 7/06-8/07

- Administered UNIX DNS, HTTP, FTP, Email, NFS, SAMBA, SQL servers

Publications

- C. Scharfe, H.H.-S. Lu, J.K. Neuenburg, E.A. Allen, G.-C. Li, T. Klopstock, T.M. Cowan, G.M. Enns, R.W. Davis, "Mapping Gene Associations in Human Mitochondria using Clinical Disease Phenotypes," J. PLoS Computational Biology, v.5(4), Apr 2009.

Additional

- Languages: English (Fluent), Mandarin (native), French (basic), German (basic)
- Programming: C/C++, AJAX, CSS, HTML, LATEX, Javascript, PHP, Python, NLTK, SQL
- Software: UNIX/Linux, Excel, Matlab, R, SPSS, Photoshop, Illustrator, Dreamweaver, Flex
- Strengths: Linux server administration, database management, data processing and analysis

CONTRACT FORMATION: VOLUME 4

Signed copies of the Commission's Contract Terms and Conditions (Exhibit C) are attached.

**EXHIBIT C
GENERAL TERMS AND CONDITIONS**

1. **APPROVAL:** This Agreement is of no force or effect until signed by both parties and approved by the Department of General Services, if required. Contractor may not commence performance until such approval has been obtained.
2. **AMENDMENT:** No amendment or variation of the terms of this Agreement shall be valid unless made in writing, signed by the parties and approved as required. No oral understanding or Agreement not incorporated in the Agreement is binding on any of the parties.
3. **ASSIGNMENT:** This Agreement is not assignable by the Contractor, either in whole or in part, without the consent of the Commission in the form of a formal written amendment.
4. **AUDIT:** Contractor agrees that the awarding department, the Department of General Services, the Bureau of State Audits, or their designated representative shall have the right to review and to copy any records and supporting documentation pertaining to the performance of this Agreement. Contractor agrees to maintain such records for possible audit for a minimum of three (3) years after final payment, unless a longer period of records retention is stipulated. Contractor agrees to allow the auditor(s) access to such records during normal business hours and to allow interviews of any employees who might reasonably have information related to such records. Further, Contractor agrees to include a similar right of the Commission to audit records and interview staff in any subcontract related to performance of this Agreement. (Gov. Code §8546.7, Pub. Contract Code §10115 et seq., CCR Title 2, Section 1896).
5. **INDEMNIFICATION:** Contractor agrees to indemnify, defend and save harmless the Commission, its officers, agents and employees from any and all claims and losses accruing or resulting to any and all contractors, subcontractors, suppliers, laborers, and any other person, firm or corporation furnishing or supplying work services, materials, or supplies in connection with the performance of this Agreement, and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by Contractor in the performance of this Agreement.
6. **DISPUTES:** Contractor shall continue with the responsibilities under this Agreement during any dispute.
7. **TERMINATION FOR CAUSE:** The Commission may terminate this Agreement and be relieved of any payments should the Contractor fail to perform the requirements of this Agreement at the time and in the manner herein provided. In the event of such termination the Commission may proceed with the work in any manner deemed proper by the Commission. All costs to the Commission shall be deducted from any sum due the Contractor under this Agreement and the balance, if any, shall be paid to the Contractor upon demand.
8. **INDEPENDENT CONTRACTOR:** Contractor, and the agents and employees of Contractor, in the performance of this Agreement, shall act in an independent capacity and not as officers or employees or agents of the Commission.
9. **RECYCLING CERTIFICATION:** The Contractor shall certify in writing under penalty of perjury, the minimum, if not exact, percentage of post consumer material as defined in the Public Contract Code Section 12200, in products, materials, goods, or supplies offered or sold to the Commission regardless of whether the product meets the requirements of Public Contract Code Section 12209. With respect to printer or duplication cartridges that comply with the requirements of Section 12156(e), the certification required by this subdivision shall specify that the cartridges so comply (Pub. Contract Code §12205).
10. **NON-DISCRIMINATION CLAUSE:** During the performance of this Agreement, Contractor and its subcontractors shall not unlawfully discriminate, harass, or allow harassment against any employee or applicant for employment because of sex, race, color, ancestry, religious creed, national origin, physical disability (including HIV and AIDS), mental disability, medical condition (e.g., cancer), age (over 40),

marital status, and denial of family care leave. Contractor and subcontractors shall insure that the evaluation and treatment of their employees and applicants for employment are free from such discrimination and harassment. Contractor and subcontractors shall comply with the provisions of the Fair Employment and Housing Act (Gov. Code §12990 (a-f) et seq.) and the applicable regulations promulgated thereunder (California Code of Regulations, Title 2, Section 7285 et seq.). The applicable regulations of the Fair Employment and Housing Commission implementing Government Code Section 12990 (a-f), set forth in Chapter 5 of Division 4 of Title 2 of the California Code of Regulations, are incorporated into this Agreement by reference and made a part hereof as if set forth in full. Contractor and its subcontractors shall give written notice of their obligations under this clause to labor organizations with which they have a collective bargaining or other Agreement.

Contractor shall include the nondiscrimination and compliance provisions of this clause in all subcontracts to perform work under the Agreement.

11. CERTIFICATION CLAUSES: The CONTRACTOR CERTIFICATION CLAUSES contained in the document CCC 307 are hereby incorporated by reference and made a part of this Agreement by this reference as if attached hereto.

12. TIMELINESS: Time is of the essence in this Agreement.

13. COMPENSATION: The consideration to be paid Contractor, as provided herein, shall be in compensation for all of Contractor's expenses incurred in the performance hereof, including travel, per diem, and taxes, unless otherwise expressly so provided.

14. GOVERNING LAW: This contract is governed by and shall be interpreted in accordance with the laws of the State of California.

15. ANTITRUST CLAIMS: The Contractor by signing this agreement hereby certifies that if these services or goods are obtained by means of a competitive bid, the Contractor shall comply with the requirements of the Government Codes Sections set out below.

a. The Government Code Chapter on Antitrust claims contains the following definitions:

- 1) "Public purchase" means a purchase by means of competitive bids of goods, services, or materials by the State or any of its political subdivisions or public agencies on whose behalf the Attorney General may bring an action pursuant to subdivision (c) of Section 16750 of the Business and Professions Code.
- 2) "Public purchasing body" means the State or the subdivision or agency making a public purchase. Government Code Section 4550.

b. In submitting a bid to a public purchasing body, the bidder offers and agrees that if the bid is accepted, it will assign to the purchasing body all rights, title, and interest in and to all causes of action it may have under Section 4 of the Clayton Act (15 U.S.C. Sec. 15) or under the Cartwright Act (Chapter 2 (commencing with Section 16700) of Part 2 of Division 7 of the Business and Professions Code), arising from purchases of goods, materials, or services by the bidder for sale to the purchasing body pursuant to the bid. Such assignment shall be made and become effective at the time the purchasing body tenders final payment to the bidder. Government Code Section 4552.

c. If an awarding body or public purchasing body receives, either through judgment or settlement, a monetary recovery for a cause of action assigned under this chapter, the assignor shall be entitled to receive reimbursement for actual legal costs incurred and may, upon demand, recover from the public body any portion of the recovery, including treble damages, attributable to overcharges that were paid by the assignor but were not paid by the public body as part of the bid price, less the expenses incurred in obtaining that portion of the recovery. Government Code Section 4553.

d. Upon demand in writing by the assignor, the assignee shall, within one year from such demand, reassign the cause of action assigned under this part if the assignor has been or may have been injured by the violation of law for which the cause of action arose and (a) the assignee has not been injured

thereby, or (b) the assignee declines to file a court action for the cause of action. See Government Code Section 4554.

16. CHILD SUPPORT COMPLIANCE ACT: For any Agreement in excess of \$100,000, the contractor acknowledges in accordance with Public Contract Code 7110, that:

a. The contractor recognizes the importance of child and family support obligations and shall fully comply with all applicable state and federal laws relating to child and family support enforcement, including, but not limited to, disclosure of information and compliance with earnings assignment orders, as provided in Chapter 8 (commencing with section 5200) of Part 5 of Division 9 of the Family Code; and

b. The contractor, to the best of its knowledge is fully complying with the earnings assignment orders of all employees and is providing the names of all new employees to the New Hire Registry maintained by the California Employment Development Department.

17. UNENFORCEABLE PROVISION: In the event that any provision of this Agreement is unenforceable or held to be unenforceable, then the parties agree that all other provisions of this Agreement have force and effect and shall not be affected thereby.

18. PRIORITY HIRING CONSIDERATIONS: If this Contract includes services in excess of \$200,000, the Contractor shall give priority consideration in filling vacancies in positions funded by the Contract to qualified recipients of aid under Welfare and Institutions Code Section 11200 in accordance with Pub. Contract Code §10353.

19. SMALL BUSINESS PARTICIPATION AND DVBE PARTICIPATION REPORTING REQUIREMENTS:

a. If for this Contract Contractor made a commitment to achieve small business participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) report to the awarding department the actual percentage of small business participation that was achieved. (Govt. Code § 14841.)

b. If for this Contract Contractor made a commitment to achieve disabled veteran business enterprise (DVBE) participation, then Contractor must within 60 days of receiving final payment under this Contract (or within such other time period as may be specified elsewhere in this Contract) certify in a report to the awarding department: (1) the total amount the prime Contractor received under the Contract; (2) the name and address of the DVBE(s) that participated in the performance of the Contract; (3) the amount each DVBE received from the prime Contractor; (4) that all payments under the Contract have been made to the DVBE; and (5) the actual percentage of DVBE participation that was achieved. A person or entity that knowingly provides false information shall be subject to a civil penalty for each violation. (Mil. & Vets. Code § 999.5(d); Govt. Code § 14841.)

20. LOSS LEADER:

If this contract involves the furnishing of equipment, materials, or supplies then the following statement is incorporated: It is unlawful for any person engaged in business within this state to sell or use any article or product as a "loss leader" as defined in Section 17030 of the Business and Professions Code. (PCC 10344(e).)

STATE OF CALIFORNIA
STANDARD AGREEMENT
STD 213 (Rev 06/03)

AGREEMENT NUMBER

CRC-011-011

REGISTRATION NUMBER

1. This Agreement is entered into between the State Agency and the Contractor named below:

STATE AGENCY'S NAME

Citizens Redistricting Commission

CONTRACTOR'S NAME

2. The term of this Agreement is: through December 31, 2011

3. The maximum amount \$ of this Agreement is:

4. The parties agree to comply with the terms and conditions of the following exhibits which are by this reference made a part of the Agreement.

Exhibit A – Scope of Work page(s) 1 - 34

Exhibit B – Budget Detail and Payment Provisions page(s) 36 - 37

Exhibit C* – General Terms and Conditions page(s) 38 - 40

Check mark one item below as Exhibit D:

☐
☐

Exhibit - D Special Terms and Conditions (Attached hereto as part of this agreement)

page(s)

Exhibit - D* Special Terms and Conditions

Exhibit E – Additional Provisions

page(s)

Items shown with an Asterisk (*), are hereby incorporated by reference and made part of this agreement as if attached hereto.

These documents can be viewed at www.ols.dgs.ca.gov/Standard+Language

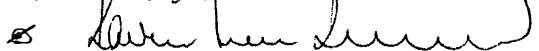
IN WITNESS WHEREOF, this Agreement has been executed by the parties hereto.

CONTRACTOR

CONTRACTOR'S NAME (If other than an individual, state whether a corporation, partnership, etc.)

Q2 Data Research LLC

BY (Authorized Signature)



DATE SIGNED (Do not type)

3/15/2011

PRINTED NAME AND TITLE OF PERSON SIGNING

Karin Mac Donald

ADDRESS

1225 Peralta St., Oakland, CA 94607

STATE OF CALIFORNIA

AGENCY NAME

Citizens Redistricting Commission

BY (Authorized Signature)



DATE SIGNED (Do not type)

PRINTED NAME AND TITLE OF PERSON SIGNING

ADDRESS

1130 K Street, Suite 101, Sacramento, CA 95814

California Department of General
Services Use Only

☐ Exempt per: